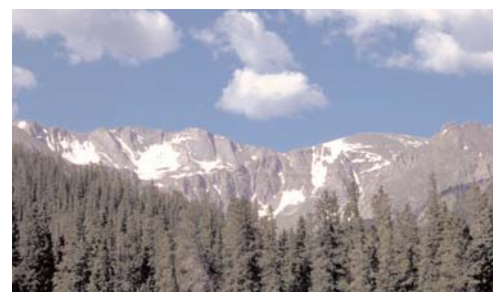
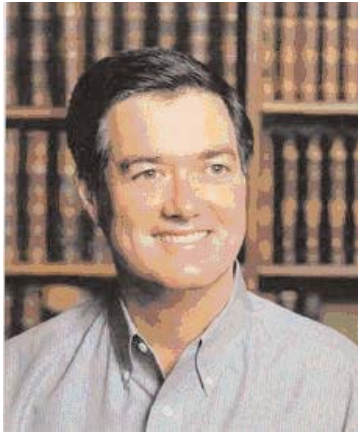


COLORADO

Formula For Success²



WIA Program Year 2003 Annual Report
submitted jointly by the Colorado Workforce Development Council
and the Colorado Department of Labor & Employment



Bill Owens
Governor, State of Colorado

I am proud to present *Formula for Success²: Partnerships+ Performance = Empowerment*, Colorado's fourth Workforce Investment Act (WIA) annual report. This past year, the workforce system successfully addressed increased service demand despite reduced revenue and a measured economic recovery. Greater numbers of job seekers utilized the workforce centers, and more employers used the systems services than in past years. Positioning itself to meet this increased demand, the workforce system engaged in new collaborative partnerships with industry and education and leveraged its resources to enhance system capacity. These partnerships provided the opportunity to implement new technologies and innovative service strategies to further develop the worker preparation pipeline.

Colorado's workforce system served nearly 11,000 citizens this year and infused over \$ 44 million into education, training, and employment opportunities. Notably, for the fourth year in a row, the system exceeded its federally mandated performance standards. The system continues to expand its scope and level of service, helping Colorado's workers to meet the demands of the 21st century marketplace.

I encourage you to examine Colorado's commitment to workforce innovation detailed in this report.


Governor Bill Owens



Mark Pingrey
Workforce Development Council Chair

I am pleased to report on the effectiveness of the powerful partnership that is producing excellence and empowerment within the economic system in Colorado. The Council vision of building a skilled, internationally competitive workforce for the twenty-first century remains a guiding principle for the work in this state.

This year's Colorado annual Workforce Investment Act (WIA) report details the partnership and the dynamic strength of the workforce system, and chronicles the results generated by our local and state level partners during this year of gradual recovery. Cooperative employer partnerships are essential to the system and its success. The ability of our staff and the support team from CDLE to forge strong and impressive alliances that focus on issues that are critical to the economic health of the business and citizens of our state drives the performance of our system and influences the performance of our business partners. Through their commitment to the work of the Workforce Development Council and regional Workforce Investment Boards, employers throughout Colorado are leading State and local initiatives to strengthen the competitive position of the state and the workforce system.

The Council Business Outreach and Marketing Committee continues to demonstrate the importance of public/private partnerships. The committee completed and implemented a statewide marketing plan and identified the strengths and weaknesses of the system and its local WIBs. The State Youth Council has been reorganized and strengthened and local WIBs continue to meet the challenges of their local labor markets. Our efforts will continue to be directed to ensuring that employers find the system to be a valued partner for increasing productivity and competitiveness. We congratulate all those in our workforce system who have succeeded in that endeavor and anxiously await the increased empowerment that will result from the dynamic performance fueled by the partnerships that have been established within the Colorado Workforce System.

A handwritten signature in blue ink, appearing to read "Mark Pingrey". The signature is fluid and cursive, with a long, sweeping underline.

Mark Pingrey
Chair, Colorado Workforce Development Council



Message from Jeffrey M. Wells
Executive Director, Colorado
Department of Labor and Employment

Formula for Success²: Partnership+ Performance =Empowerment, Colorado's fourth annual Workforce Investment Act (WIA) report reflects the kinds of innovative workforce solutions and strategic partnerships the workforce system has built. Colorado continues to make great strides in restoring prosperity despite the economic challenges facing our nation. The workforce development "system" has added support to our recovery through creative alliances with industry and education. These efforts are manifest in targeted assessment, training, and life-long learning that are focused on the critical labor shortages in our high-growth industries. This year the system infused over \$2 million in collaborative public and private ventures to support the enrollment, education, and placement of unemployed, under-employed and incumbent workers into high-wage jobs. Empowered by these partnerships, the workforce system exceeded its federally mandated performance standards for the fourth year in a row. Having accomplished this, additional incentive funds have been awarded and will be reinvested in our state.

In 2003, the workforce development system focused its efforts on the state's critical labor shortages by addressing specific initiatives. In healthcare, worker shortages have reached critical levels and stand to impact the quality of life for all citizens. The "system" is working with industry and education to increase the number of workers, the quality of these workers, and reduce the time required to produce these workers. In manufacturing, workers are being displaced as jobs are outsourced. Again, the "system" implemented lay off aversion programs to support educational and skill upgrades to keep workers employed, and thereby helped retool and keep businesses in Colorado. Other initiatives provided educational opportunities and employment for low-skilled individuals, those with limited English proficiency, individuals with disabilities, older workers, youth in foster care and/or ex-offenders.

The aforementioned projects are but a few examples of the many successes the workforce system accomplished. I invite you to read this report to see how the WIA programs expanded and strengthened the state's workforce this year.

A handwritten signature in blue ink that reads "Jeffrey M. Wells". The signature is fluid and cursive.

Jeffrey M. Wells
Executive Director, Department of Labor and Employment

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Partnership + Performance = Empowerment

STATE SUMMARY

EXECUTIVE SUMMARY

Formula For Success² reflects the workforce systems' journey to excellence. Program year 2003 of the Workforce Investment Act (WIA) has been the most productive and challenging thus far. As a system we have exceeded our federally mandated performance standards for the fourth year in a row and achieved a higher level of WIA implementation. This has been accomplished through **Partnerships, Performance and Empowerment**, the tenets embodied in this year's report. We believe our success has been realized through the efforts of State and local partners who share the common vision of creating a competitive workforce for the 21st century.

This year the Colorado Workforce Development Council (CWDC), the Colorado Department of Labor and Employment (CDLE), and the local workforce boards engaged in creative alliances with industry and education. These collaborative public and private ventures infused over \$2 million to support the enrollment, education, and placement of the unemployed, under-employed and incumbent workers into high-wage jobs. Additionally, the system effectively involved community-based organizations, community colleges and other providers of training and education in these business-led projects. Such partnerships reflect the critical importance of education, employment, and economic development to the State's competitive edge and empower the system to be responsive to local issues.

STATE'S VISION:

Colorado's Workforce development system uses coordinated public-private partnerships to address the continually changing needs of Colorado's employers and working citizens to more effectively compete in the global marketplace.

Key accomplishments were:

- Establishment of a statewide marketing taskforce led by two business leaders from the CWDC and the creation of a fact based marketing plan.
- Expansion of LMI and its ability to create local board specific data.
- Evolution and system wide support of the Continuous Improvement Management System (CIMS).
- Further development of Colorado's e-Learning Knowledge Management Portal.
- Expansion of the assistive technology and Consumer Navigator services within the Project TRAIN service enhancement project.

PY 2003 KEY ACCOMPLISHMENTS:

- Statewide Marketing Taskforce
- Localization of Labor Market Information
- Continuous Improvement Management System
- Development of e-Learning Knowledge Portal
- Assistive Technology and Consumer Navigator Services
- Collaborative Projects Spearheaded by Local Workforce Investment Boards

HIGHLIGHTS OF STATE & LOCAL PARTNER COLLABORATIONS:

- Achievement of All 17 WIA Performance Measures for the Fourth Consecutive Year
- Funding Over \$2.75 Million in Local Discretionary Projects to Encourage Innovative Program Design
- Launching of the Colorado e-Learning Portal
- On-line Employer & Applicant Registration & Job Matching System

Key accomplishments (continued...)

- Evolution of the Tri-Agency Collaborative (TAC) project to expand the Colorado's e-Learning Knowledge Management Systems workforce reach to include secondary, post secondary, business, workforce professionals, and job seekers.
- Innovative and powerful collaborative projects spearheaded by local WIBs.

Colorado struggled with job losses and was further challenged by the weakened national economy. The state of the economy created incentives for developing collaborative partnerships that leveraged resources and expanded the systems capacity. These circumstances created the opportunity to expand upon the initiatives implemented during the first three years of WIA. State partners, local regions and their boards worked hard to meet the challenges posed by the state's stressed economy and in the process became more resilient and employed technology to innovate services to meet the increased demands.

The lingering challenges that affected workers and business included:

- an economy that failed to produce new jobs as the recovery began;
- industries continued to down-size and lay-off workers;
- state budget shortfalls limited the help state funds could provide; and,
- displaced high-wage workers were unable to find comparable employment.

Leadership mobilized to address these adverse conditions and produced an exceptional set of accomplishments for the program year. State and local partner collaborations resulted in:

- Completion of a region specific evaluation and action plan to enhance service.
- Colorado's achievement of all 17 WIA performance measures for the fourth year in a row.
- System improvement using the Continuous Improvement Management System (CIMS), the Performance Excellence Project.
- Increased funding to expand universal access to disabled clients through Project Train.
- Funding over \$2.75 million in local discretionary projects by CDLE and CWDC to encourage innovative program design.
- Launching of Colorado's e-Learning Portal, the nations first comprehensive statewide Web-based workforce system knowledge management center.
- Enhancement of an On-line employer/applicant registration and job matching system.

Colorado WIA Program Year 2003 Annual Report

In addition, within each of Colorado's nine Federally recognized work-force regions, a myriad of promising practices were developed to meet increasing customer demand and economic challenges.

Among the outstanding initiatives were:

- Adams County One Stop Career Center's Lean World Class Manufacturing Incumbent Worker Initiative
- Arapahoe/Douglas Works! RN Refresher Course for nurses who had previously left nursing practice.
- Colorado Workforce Consortium's Youth Work Keys Assessment Project, and Cultural Diversity Project
- Denver Division of Workforce Development's Airport Customer Service Certificate Program with a career ladder to high wage jobs
- Larimer County Workforce Center's E-Mentoring Pilot Program for Youth
- Pikes Peak Workforce Center's creation of a Technical Skills Census to provide economic developers an overview of worker skills sets available in that region.
- Tri-County Workforce Center's Small Business Partnership Initiative
- Weld County Employment Services' Nuclear Medicine Technologist Training
- Workforce Boulder County's – Northern Front Range Health Care Partnership with Adams and Larimer Counties

The lessons of PY03 have strengthened our commitment to creating dynamic and relevant partnerships, produce workers that can perform at a higher lever, and empower Colorado businesses to compete globally.

*Successful partnerships
produce resource
asset mapping to identify
resources across
agencies.*

FORMULA FOR SUCCESS²

As Colorado addresses the challenges that exist for industry and the current and emerging workforce, we recognize the importance of forging effective partnerships with businesses in every sector of the state's economy. It is incumbent upon the system that public sector providers of education and training are participants in this collaboration. The ability of the workers and businesses in the state to compete will be driven by the performance of a skilled workforce. Formula for Success² is a template for forging effective, responsive and resilient partnerships that innovate and empower systems to deliver education and training services to create skilled workers for the 21st century.

COLORADO'S FORMULA FOR SUCCESS:

- PARTNERSHIPS
- PERFORMANCE
- EMPOWERMENT
- TECHNOLOGY
- LESSONS LEARNED

The workforce system's commitment to excellence and innovation has been an energizing force for the initiatives and accomplishments realized this past program year. The collaboration among State and local partners, the Colorado Department of Labor and Employment (CDLE) and the Colorado Workforce Development Council (CWDC) supported the achievement of a state-of-the-art, demand-driven infrastructure and created historic new partnerships. In turn these produced successful performance outcomes and empowered local WIBs and workforce centers to achieve measurable change throughout the system. This dynamic comprises the our "formula for success" and is embodied in the following guiding principles:

PARTNERSHIPS

The creation of regional alliances of industry, educators, practitioners and workforce professionals produced local and statewide activities and projects that were funded by the Colorado Workforce Development Council and the Colorado Department of Labor and Employment using discretionary funds. These partnerships have addressed:

- Local labor market shortages and major issues facing local area employers and citizens.
- Information and community network connections.
- Projects such as : the development of curriculum for Nuclear Medicine Technician training in Northern Colorado and a statewide resource mapping project to identify transition services for youth with disabilities and the gaps that exist.

The Council and CDLE formed task forces to investigated the circumstances surrounding repeat offenders and issues associated with their reentry into the local communities. A statewide strategy is being drafted to create solutions to help the offender population. Additionally, a statewide alliance is looking at a strategic plan to address the healthcare worker shortage facing the state in the next ten years.

PERFORMANCE

The CDLE and CWDC have both provided performance enhancing grants to increase the ability of the state's community college educational system to increase the use of technology and create innovative and employer-led solutions. In addition these grants have expanded the informational base of resources LMI provides to businesses and economists. Among the projects that have been supported by the leadership of the CLDE's LMI Section and the State Workforce Development Council are:

- The Implementation of the Longitudinal Employment Dynamics project.
- Evolution of the Job Vacancy Survey as a valuable tool for research and decision making by business.
- Dissemination of an Economic Opportunities report prepared by the University of Colorado Leeds School of Business.

In addition, local WIBs and the State Workforce Development Council have taken action to encourage new employer-employee paradigms that will enable all Coloradoans to compete for high-skill jobs. These have involved:

- Local workforce Directors and their WIBs working with local Economic developers to conduct retention and growth studies for their areas; and,
- Creation of taskforces in local communities to explore job growth prospects and target untapped high-growth industry sectors in the state.

Through local solutions, employers, locally elected officials, regional workforce boards, and local economic development boards have provided the impetus to implement Colorado's strategic vision and produce the empowerment envisioned in the Formula for Success².

EMPOWERMENT

Utilizing the guiding principles and building upon the accomplishments of preceeding program years, Colorado has constructed a demand-driven, responsive workforce development system geared to meet the needs of Colorado's employers and working citizens.

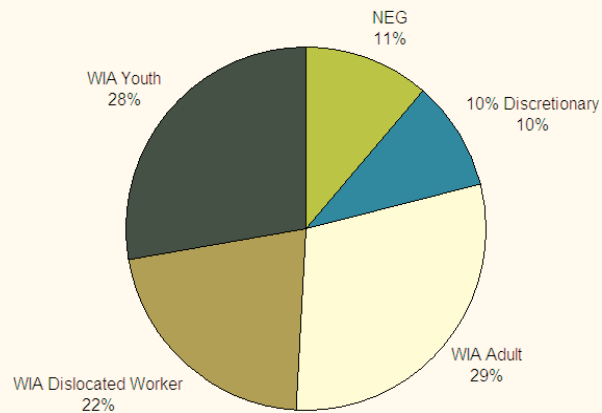
...CDLE and CWDC have both provided performance enhancing grants to increase the ability of the state's community college educational system to increase the use of technology and create innovative and employer-led solutions.

LESSONS LEARNED

- Collaboration with industry and inclusion of training/education providers is essential.
- Performance is enhanced by fact-based, data-driven decision making and inclusion.
- Technology is a key to expanding knowledge base of the workforce.
- Evaluation/assessment of effectiveness increases performance levels and drives excellence.
- Workforce development leaders must analyze local labor market needs and Statewide economic trends to respond effectively.
- Projects and performance are enhanced by partnerships that benefit the business community and that focus on specific results.
- Inclusive decision making processes enables workforce development system to assist people with diverse needs.

STATE PROFILE

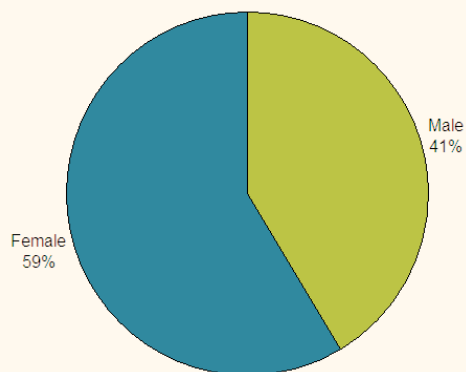
Statewide WIA Funding



STATEWIDE WIA FUNDING

51% of the WIA funding went toward the Adult & Dislocated Worker programs. The remaining 49% was split between Youth, NEG and other Discretionary Grant programs.

Statewide Gender



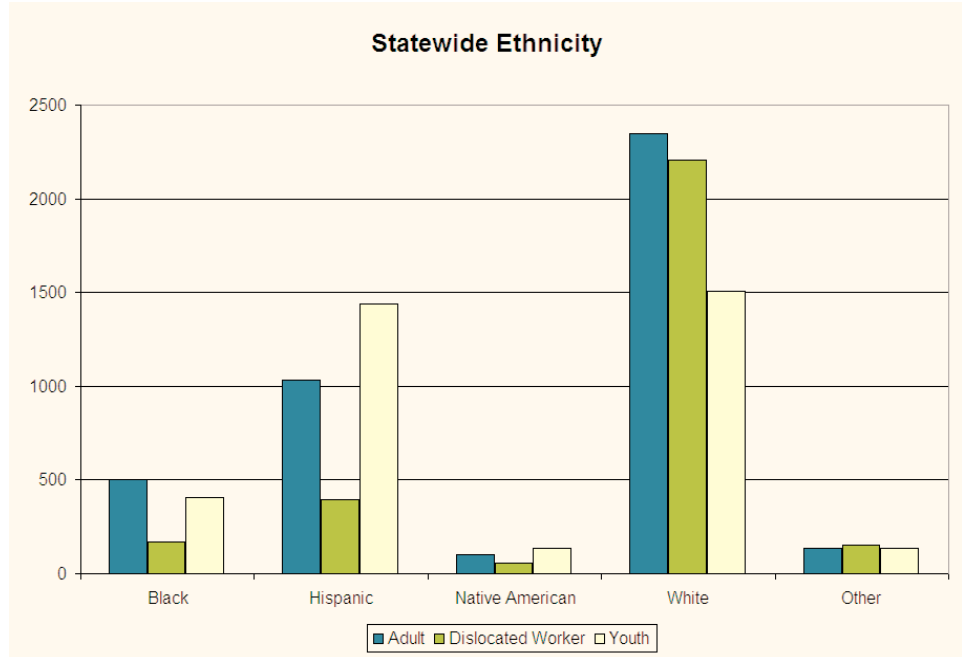
STATEWIDE GENDER

41% of the participants were male while 59% were female.

STATE PROFILE (CONTINUED...)

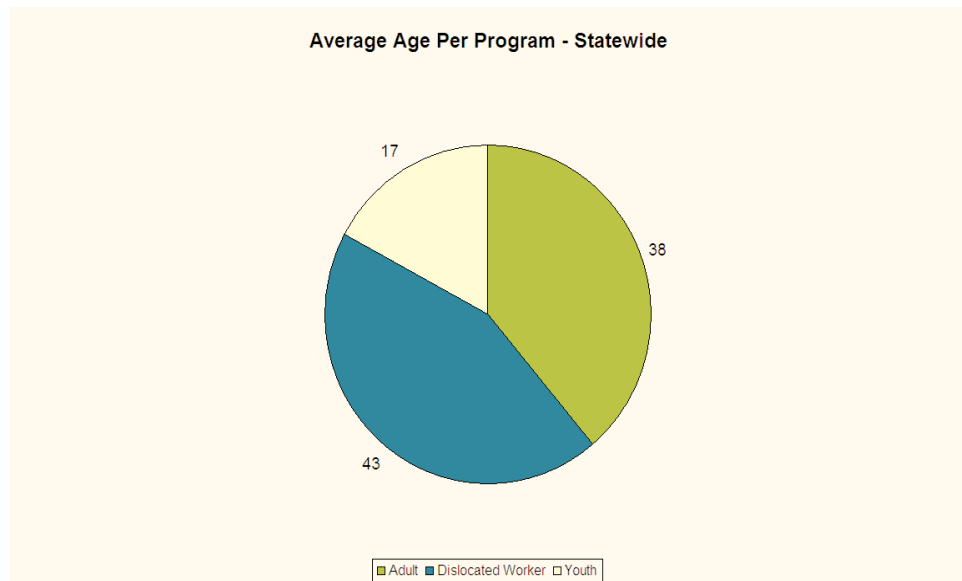
STATEWIDE ETHNICITY

The largest populations served were Whites & Hispanics, followed by Blacks and Native Americans.



AVERAGE AGE PER PROGRAM

The average age for the WIA Adult program was 38, while the average age for the WIA Dislocated Worker program was 43. Participants in the WIA Youth programs averaged 17 years of age.



CHALLENGES

Like the nation, Colorado's continued to feel the impact of an unemployment rate hovering near 6.0 % and the ripple effect it had on the economy. The workforce development system also labored under the increased demand for services and the diminished job market. Colorado was "one of the two last states to emerge from recession", according to Economy.com, and this further challenged the systems' ability to get people employed.

Employment fell on a seasonally adjusted basis from its peak in December 2000 through 2004. It was not until April that more people were at work than the previous year. Through June, employment was still slightly negative.

Colorado business indicators for the year were :

<u>KEY INDICATOR</u>	<u>DIRECTION</u>	<u>ASSESSMENT</u>
Employment	Down	Bad
Unemployment Rate	Up	Bad
Mortgage Rates	Up	Bad
Home Resales	Up	Moderate
Housing Inventory	Up	Bad
Denver/Boulder Inflation	Down	Good
OVERALL RATING	Mediocre	Stabilizing

STATE RAPID RESPONSE

The State Rapid Response Unit experienced a decrease in layoff assistance activity during PY03 as a result of the gradually improving economy. A summary of layoffs addressed by the unit and services provided include:

- Layoffs Identified= 129
- Workers affected= 8,499
- Layoff Transition Workshops= 124
- Workshop attendance= 2,842
- Employers receiving services other than layoff workshops= 43

The industries experiencing the greatest number of layoffs were manufacturing, information technology, telecommunications and retail stores. Other industries impacted were construction, banking and travel. In addition, there were a total of 61 layoffs reported (47%) that resulted from business closures or employers outsourcing work to non-US workers.

*"One of the great
mysteries of
Colorado's recent
economic performance
is why the state and
metro Denver have
lagged the national
recovery".*

FORMULA FOR SUCCESS A MODEL PROJECT

PROJECT TRAIN

Project TRAIN (Training Resources and Incentive Networks) is a statewide initiative of the Colorado Workforce Development Council, focused on enhancing the capability of Colorado's workforce centers to serve people with disabilities. The project was launched in June 2002 and is being administered by the Colorado Office of Workforce Development (COWD), via funding from federal, state, and local sources.

The project has grown to become an **80 member Coalition** made up of representatives from federal, state, and local government agencies, as well as community-based organizations and individuals with disabilities. This year, the Coalition subcommittees were focused on key areas of research, partnership and performance.

Colorado Project TRAIN continues to be a nationally recognized role model for statewide public and private sector collaboration. Based on the successful accomplishments of the WIG II grant, the coalition was able to apply for and receive a grant from DOL/SSA to enhance and extend Consumer Navigator services throughout the state. Colorado now has 19 Navigators providing seamless and comprehensive services to people with disabilities within workforce centers. The grant also funded the continuation of two Benefit Planner positions, whose responsibilities include the provision of benefits related financial analysis assessments for workforce center customers who are recipients of or potential recipients of Social Security benefits.

Assistive Technology: A prime example of true partnerships was the collaborative effort of CDLE, COWD and the Division of Vocational Rehabilitation (DVR) to fund the purchase of Assistive Technology equipment and training for seventeen workforce centers. These workstations now make it possible for all individuals to have universal access to resources and services within a WFC.

State Alignment Grant: Another objective of the Coalition is to seek out new grant funds that support opportunities for people with disabilities. The coalition assisted the CWDC/COWD in obtaining a State Alignment Grant, for the purpose of "Improving Transition Outcomes for Youth with Disabilities through the use of Intermediaries". This is a \$2,256,937 initiative over 5 years. The first year outcomes for this grant were to conduct resource mapping to assess the state's youth service delivery infrastructure and conduct focus groups of youth, parents, and employers. The

*... 80 member coalition
focused on research,
partnerships and
performance.*

*19 navigators providing
seamless and
comprehensive
services to people with
disabilities who come to
the Workforce Centers*

information gathered is being used to develop a cross-agency, multi-year state plan to improve transition outcomes for youth with disabilities through blending and braiding of state, federal, and community resources and local intermediary organizations. COWD is partnering with the Colorado Community College System for the resource-mapping component of this grant, as well as contracting with University of Colorado Health Sciences Center for focus groups and an extensive literature review.

"New Initiatives in Colorado:" The Project TRAIN Coalition sub committee is now the advisory group for the State Alignment grant and consist of individuals from Department of Education (DOE), CDLE, Division of Vocational Rehabilitation (DVR), workforce center staff and parents of youth with disabilities. A second project taken on by the coalition was the establishment of a "New Initiatives in Colorado" group. A half-day training was arranged to allow the advisory group to gather information pertaining to federal money that was coming in to Colorado to serve youth. The first meeting identified 10 new projects in Colorado serving youth, defined goals and objectives, and made presentations on the grant. "New Initiatives" was well received by all who participated and it was determined that the information obtained would be of great value to the State Youth Council. Future "New Initiative" meetings have been set to coincide with State Youth Council meetings. The ultimate goal is for all the partnering agencies to stay updated and aware of the resources available to youth in Colorado, to allow for better blending and braiding of funds, as well as aligning of services to avoid duplication.

EMPOWERMENT

Colorado's e-Learning Knowledge Management Portal

Partnerships, technology, information, and knowledge are the cornerstones of e-Colorado, the ultimate electronic tool kit for training, education and employment implemented Statewide in Colorado. The e-Colorado Learning Portal is designed to manage resources through a single, comprehensive, easy-to-navigate electronic interface—among all stakeholders of the workforce development system: individual and business customers, workforce system professionals, educational and training institutions, community and faith-based organizations, and government.

Courseware, documents, data, instructors, other learners, and colleagues can be accessed from one centralized location. In this way, e-Colorado is intended to offer an efficient and cost-effective solution to manage the rapidly expanding universe of information and to transform information

*New partnership initiatives
that leverage resources,
share information, and
blend and braid funding
sources.*

e-Colorado:

*an effective way of using
technology, information
sharing and knowledge
acquisition to advance
opportunities for
workforce development
professionals, employers
and job seekers.*

into actionable knowledge.

Empowered by CDLE and OWD leadership, the e-Colorado team is a partnership of (1) Northern Illinois University (NIU) who, as technical support, incorporates the databases from the Amerisys Workforce Institute, Promising Practices, and other USDOL and federally funded initiatives, (2) the Tri-Agency Collaborative of the Colorado Workforce Investment System, Carl Perkins, and Adult Education/Family Literacy, and (3) Others including the Community College System, Department of Corrections, Community- and Faith-Based Organizations, Private Foundations, Rocky Mountain PBS, Colorado Healthcare Alliance, and the private sector.

The following components, services, and tolls comprise the e-Colorado infrastructure:

- Communication & Collaboration
- Collaborative partnerships
- Inter-and Intra-agency communication
- Meeting/event notification
- Board information postings
- Employer engagement
- Client referral
- Resource guide
- Outreach strategies to clients
- Language translation capabilities for clients and staff

Effective Use of Technology

- e-Learning proficiency
- Statewide training
- Distance learning
- Technical assistance capabilities
- Client self-directed activities
- Self-assessment
- Coordinating calendars
- Individual portfolio

Information Sharing

- Best practices
- Employment networking support groups
- Frequently asked questions (FAQ)
- Information and referral

Knowledge Acquisition

- Self-assessment
- Outcome-based learning
- Courses for clients

- Staff development/training
- Credentialing
- Staff/career development tools
- Skills/Education upgrade/training

The e-Colorado portal, and its tools, supports the State's workforce development system, staff, business, partner agencies and individuals with the efficiency to speak with one voice, and to share lessons learned – both positive and negative. Early positive outcomes resulting from e-Colorado interaction are improved communication and new networks for performance.

Tri-Agency Collaborative [TAC] Project

Program Year 2003 saw the completion of the Tri-Agency Collaborative [TAC] Project, the program year 2001 [\$1.3 million] performance incentive grant. This collaborative partner agency project built upon the initial framework of the newly created e-Learning Portal for workforce professionals. The project expanded the portals reach to include the development of tools for employers and job seekers. This extension of the sites capacity proved more challenging than expected.

This year marked the evolution of the e-Learning Portal. The system was further enabled to become an avenue through which the partner agencies could leverage resources, access on-line information about program services, see and exchange client and program data thereby:

- reducing duplication;
- improving the quality services provided by partner agencies;
- reducing the wait time for inter-agency coordination of services to customers; and,
- providing more depth and breadth of services to users of the system.

This multi-agency project created resources that expanded the infrastructure of the e-Learning Portal to include:

- on-line assessment tools;
- curricula;
- work portfolios; and,
- interactive 'virtual' menu of services and resources

*This multi-agency project
(the e-Learning Portal)*

*created resources that
expanded the infrastructure
of the e-Learning Portal
to include:*

- *on-line assessment tools;*
- *curricula;*
- *work portfolios; and,*
- *interactive 'virtual'
menu of services and
resources*

*The mission of the
**ACADEMIC-TO-CAREER
CONTINUUM [ACC]**
project will bridge the
learning gap, provide
encouragement, and
enhance the opportunities
of low skilled, low wage
workers to become high
skilled, high demand
employees.*

Academic-to-Career Continuum (ACC) Project

Colorado received a Federal Incentive Award [\$750,000] for exceeding its 2002 Workforce Investment Act Performance Standards. With these funds, the partner agencies: Workforce Investment System, Carl Perkins, and Adult Education / Family Literacy developed the Academic-to-Career Continuum [ACC] initiative. The grant was targeted to serve individuals not served by other programs due to funding and programmatic constraints. Additionally, it provided assistance and enhancements for those with Limited English Proficiency (LEP) or those in need of English as a Second Language (ESL). This grant was to be implemented incrementally, and will extend into program year 2004.

This project was projected to help low-skill/low-wage workers and other targeted populations. It is anticipated that individuals using the planned services will be better able to cross the learning divide and will transition from Adult Basic Education and/or the Workforce Centers to the Community College system, and ultimately find employment in occupations with self-sufficient wages.

The following was initiated in this project:

- Development of blended learning and contextual learning curricula for GED services to low-wage/ low-skilled workers, skill set assessments, and enhanced soft skills workshops for job skill retention. This new curriculum addresses the Beginning Basic to High Adult Secondary Levels with required competencies and performance assessments at each level. These skills are developed through a combination of teacher led instruction, aided by Colorado's e-portal, and completed with pre-existing self-paced computer-base training [CBT] programs. The expected outcome is for ABE/WFC/CC learners [0-6th grade] to successfully pass the Acu-Placer and continue their education in general programs rather than taking remedial classes at the community college system.
- Expansion of the e-Learning Knowledge Management Portal to: enable partner agencies to track and target services to high-risk adults and youth, provide and store common assessments and curricula, develop client/customer portfolios, provide training for staff development, and serve as a "virtual link" for data sharing. All content and curricula developed is posted on the Knowledge Management Portal e-Colorado.org and is available to the workforce development system partners.

Colorado WIA Program Year 2003 Annual Report

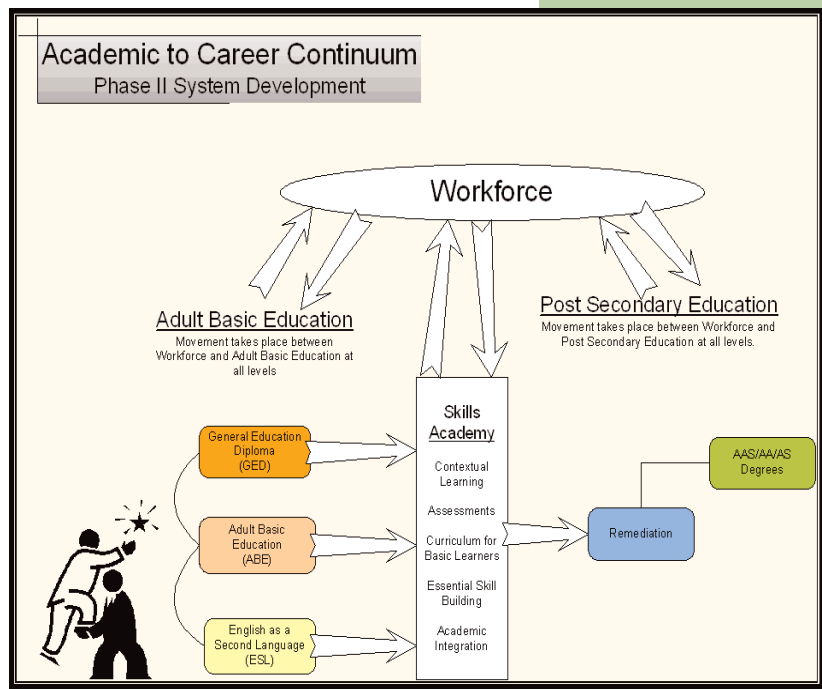
- Create a site on the e-Colorado portal to support students transitioning from adult education to the career and technical education course work required to achieve a community college credential. This curriculum will be called the CCCS Skills Academy and will include self-paced learning modules on the following subjects:
 - Personal Growth & Development
 - Academic Assessment Preparation
 - Required Education & Training for Colorado Career Pathways
 - Professional Growth & Development
 - Employer/Employee Relations

These modules were developed and implemented primarily for first generation college student requiring assistance with understanding vocabulary, processes, and expectations of a matriculated college student.

- The project will create an assessment matrix with employer defined skill sets and behaviors needed for successful training and employment outcomes for allied healthcare . This template will be adapted for other high growth industries (still under development).
- A tri-agency (Workforce Development, Community College, Adult Education) RFP will be released to local agencies focused on serving low skilled, low wage workers. One of the innovative requirements of this RFP is that respondents will be required to partner with Workforce, Community College, Adult Education. This is the first time a tri-agency RFP has been attempted.

Learning modules to be included in the CCCS Skills Academy:

- *Personal Growth and Development*
- *Academic Assessment Preparation*
- *Required Education and Training for Colorado Career Pathways*
- *Professional Growth and Development*
- *Employer/Employee Relations*



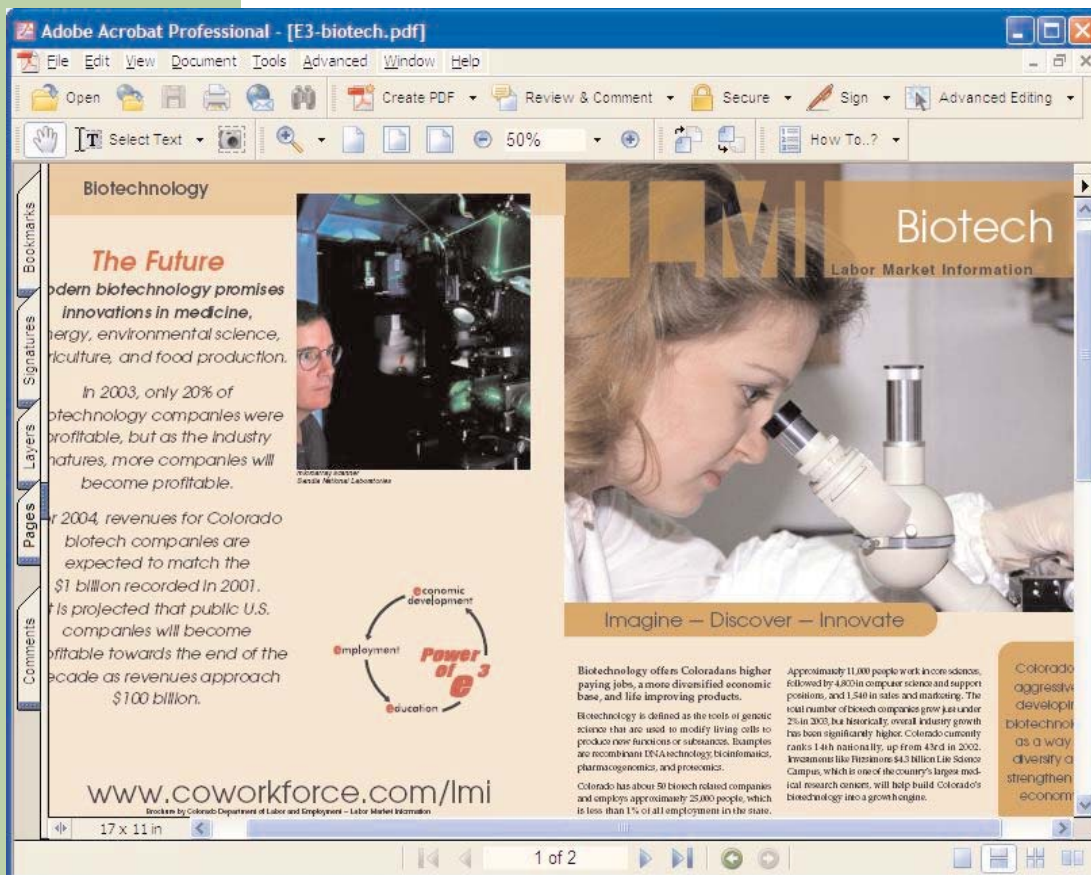
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LMI PRODUCTS SERVE THE WORKFORCE SYSTEM

Labor Market Information continues to be a crucial partner, supporting Colorado's workforce system with an expanding line of new and innovative products. This year in particular, LMI has offered local workforce regions a variety of training opportunities to match their product expansion.

- **E3 Hot Industries Brochures**

In collaboration with Workforce Development efforts and the USDOL E3 model, LMI developed a series of eleven brochures highlighting new and emerging fields of business and high growth potential industries in Colorado. The brochures are multi-purpose: the interior serves as a poster for display in workforce centers. Information includes an industry overview, future job potential, wages and occupations, and education and training. LMI is delivering sets of these brochures to every workforce center and secondary education institution in Colorado. The brochures cover Telecommunications; Energy,



Colorado WIA Program Year 2003 Annual Report

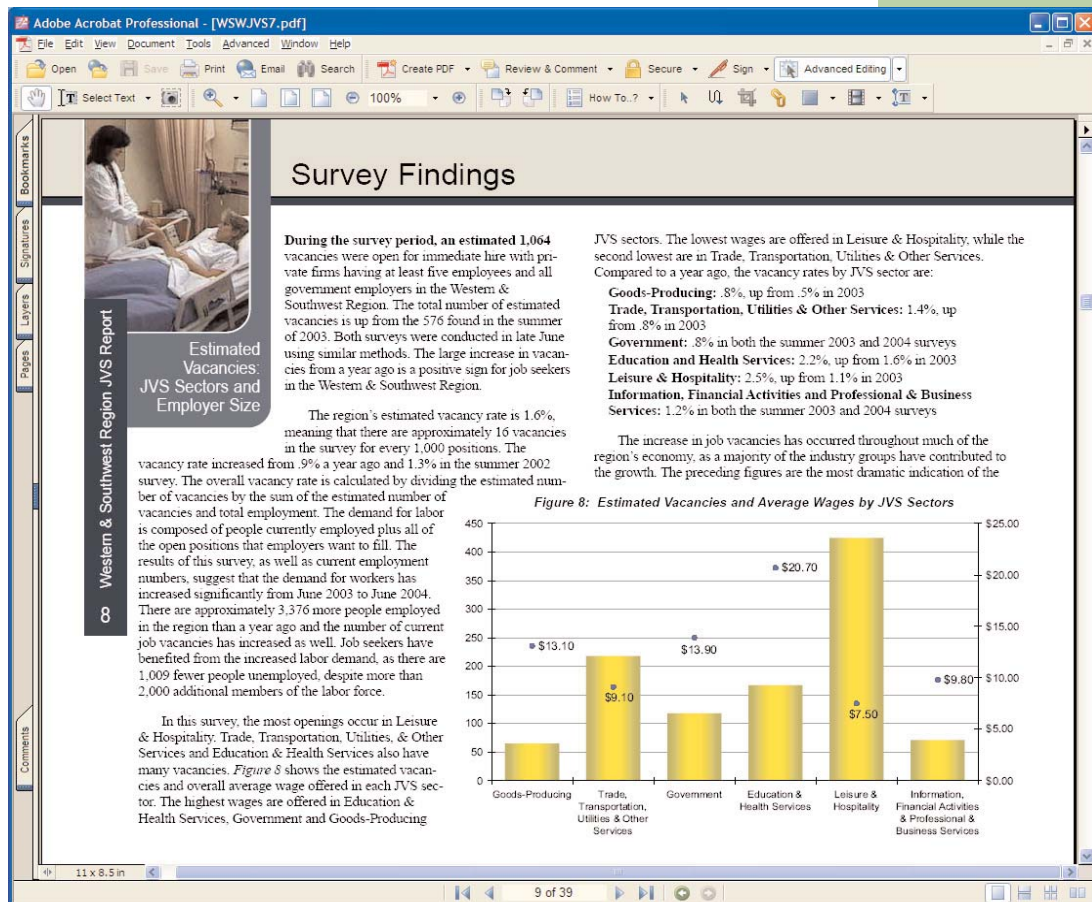
Photonics & Environmental; Aerospace & Geospatial; Healthcare; Information Technology; Biotech; Nanotechnology; Homeland Security & Defense; Transportation; Hospitality, Tourism & Gaming; and Financial.

• **Jobs In Colorado Projections Brochures**

In responding to extensive focus group research within the workforce system, LMI developed a series of "Jobs in Colorado" brochures, each focusing on occupational projections for a segment of the marketplace. One brochure presents top jobs statewide, while two others exhibit Healthcare and On-the-Job-Training occupation projections. Two more topical brochures are planned as statewide-data publications: Higher Education and Industrial opportunities.

• **Job Vacancy Survey Highlights**

The Job Vacancy Survey (JVS), the only local and current measure of labor demand, remains an important and innovative LMI product for the workforce system. When workforce system and customer focus groups told LMI they prefer on-line use of the JVS, LMI responded with a re-design of the main JVS report as a user-friendly and easily



Formula For Success



printed on-line document. The main report is supplemented with a high-quality “Highlights” brochure distributed directly to workforce centers with the completion of each of 11 regional Job Vacancy Surveys. The Workforce system uses these brochures for a wide range of purposes, from employer marketing to client career counseling assistance.

• Local Employment Dynamics

In partnership with the US Census Bureau, Colorado is a leader in the development of Local Employment Dynamics information. Colorado LMI has produced and distributed LED “Data Wheels” to workforce centers and the economic development community. The wheels contain seven indicators for each workforce region and major industries in Colorado. Additionally, LMI is partnering with 5 workforce regions to serve as assessment advisors on the development of LED mapping applications.

• LMI Pocket Resume

This new tool for workforce centers is designed to help job seekers quickly access personal information to complete job applications while delivering advice on job seeking and interviewing tips. The Pocket Resume prominently displays web site URL’s to help job seekers find and use labor market information.

• New Training for Workforce Professionals

LMI successfully conducted the first LMI Users Conference in May, 2004. In conjunction with that Conference LMI developed, “Getting Ready,” “Getting Real,” and “Getting Out There,” a series of three training modules designed to teach workforce professionals and job seekers how to use on-line Labor Market Information products to improve job seeking opportunity. The modules are designed to be used either in computer labs or without immediate on-line aid. More important, the modules are delivered to the workforce system in a “train the trainers” package to empower local workforce professionals to use the modules in assisting local clients. The modules are provided on CD-ROM and come complete with presentation notes, editing instructions to localize the instruction and both color and black & white handout print files. LMI is providing additional service by contacting workforce centers and using the modules to conduct on-site training for local workforce professionals.

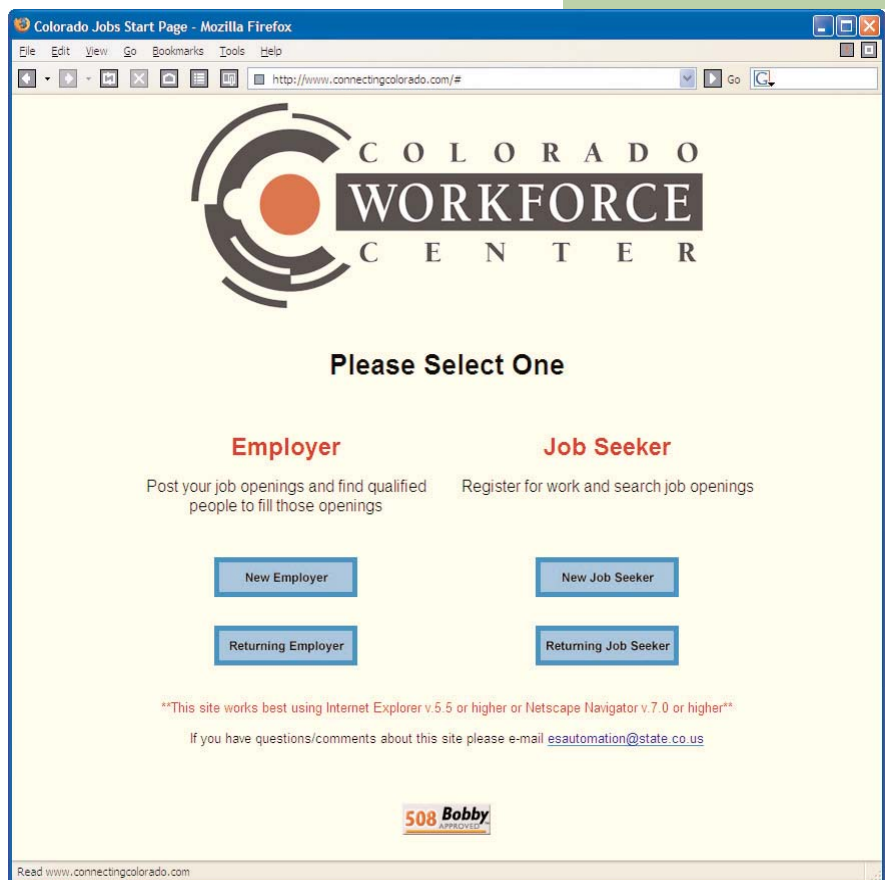
STATEWIDE INITIATIVES

CAPACITY ENHANCEMENT

Automation Initiatives

In an on-going effort to enhance the services Colorado provides to both employers and job-seekers, Colorado has continued to use their resources on developing new self-service options for those customers and new reporting functions for Workforce Center staff. Some of these enhancements are listed below:

- Ability for both employers and job seekers to do an on-line search to satisfy their employment needs.
- Enhancements made to the Joblink search engine that improve searches for persons falling in the “underserved” categories.
- Brought the Joblink website up to “508 compliance” so that visually impaired clients can easily access the information.
- Created a Supply-Demand report in Joblink to assist Workforce Development staff in marking initiatives
- Developed a Workforce Volume report that combined all federal, state and local program activities done at the Workforce Centers
- A report was created to track individual counselor activities and evaluate their performance



The Colorado Workforce Center web page continues to be expanded. Employers have the ability to post/modify jobs via this web site and search for job seekers. Employers may contact job seekers directly or via the Workforce Center staff. Job Seekers also have the ability to search for jobs/employers that meet their career development needs.

ADDITIONAL ACCOMPLISHMENTS

Performance Standard Training

The MIS division of the CDLE Workforce Development Programs conducted Performance Standards training in October 2003 and March 2004. Our efforts served to build the knowledge and capacity of workforce professionals on both current WIA performance measures and the new WIA common measures to be implemented in the near future. The training sessions addressed the issues of future planning strategies and allowed regions to recommend best practices for performance outcomes. The sessions consisted of both lecture/demonstration and hands-on problem solving.

Statewide Assessment Training

Colorado Department of Labor and Employment hosted a training titled, "Set Up For Success! A Systems Model and Practical Strategies to Quickly Assess Customers and Get them Moving Ahead." CDLE and the Colorado Office of Workforce Development invited staff from around the state to attend this interactive training session on how to quickly assess Workforce Center clients. Targeted to all Workforce Center case managers and their supervisors, specifics focused on helping clients successfully navigate through the Workforce system in order to successfully achieve their employment goals. The seminar was beneficial for all Workforce Center programs. Over 200 State and Local staff attended the training and benefited from state-of-the-art techniques for enhancing the assessment process.

Statewide Business Relations Training

Colorado Department of Labor and Employment, US Department of Labor, and the Office of Workforce Development with the assistance of the Pikes Peak Workforce Center hosted a training titled, "Communicating the Value of Workforce Solutions." Business Relations staff from around the state were invited to attend this hands-on workshop in order to learn how to market "Solutions-Not Federal programs." Participants learned best practices in marketing and selling services, effective communication, and diagnosing customer's needs and motivations. Portions of this training were recorded and video streamed onto E-Colorado, Colorado's Knowledge Center for the workforce system. The website is www.e-colorado.org.

Rocky Mountain Workforce Development Conference 2004

In June 2004, Adams County One Stop Career Center System hosted the 14th Annual Rocky Mountain Workforce Development Association (RMWDA) Conference, "Workforce Professionals: The Heart of the System" in the beautiful and majestic setting of Snowmass, Colorado. Over 400 Staff from the nine workforce regions, Workforce Investment

Board Members and other partners were in attendance. The highlight of the two-day event was the banquet held on the evening of June 2nd. Conference attendees were welcomed by Larry Pace, Adams County Commissioner and entertained by the talented and motivational speaker Karyn Ruth White and her presentation, "Real Life, Real Skills, Real Funny."

The focus of this year's State conference was "Workforce Development Professionals: The Heart of the System." The Front Line Staff is charged with the daily responsibility of assisting hundreds of Colorado residents who have lost their jobs and now are in need of retraining, supportive services, referrals and any of the other programs provided through the Workforce Center System. Front line staffs are the most valuable assets that the Workforce Centers have and often due to the high volume of customers accessing services, education and training of this group has yet to be fully developed. With that in mind, it was the commitment of the RMWDA conference committee to develop educational tracks that would enhance the front line staff experience and expand their knowledge to better serve their customers. Additionally, emphasis was placed on building public/private partnerships and empowering Workforce Investment Boards to be more involved within their communities, specifically economic and workforce development. Included in these seminars were:

- Case Managing for WIA Performance
- Employer Outreach: Building Value in Our One Stops
- What is Youth Development?
- E-Colorado: Linking Programs, Linking Customers
- Simple Tips, and Techniques to take Customer Service to the next Level
- Sector Strategies: Workforce Centers & Education Working Together
- Turn on the Lights: Overcoming the Darkness of Poor Communication
- Diverse Populations: Diverse Employment Barriers
- Opportunities with Workforce/One Stop Centers and Meeting the Needs of Employers
- Health Care and the Workforce: A Prescription for Success

Nationally renowned speakers were a highlight of this years' event. Speakers included; Futurist Ed Barlow, President of Creating the Future, Inc., Deputy Assistant Secretary of the Department of Labor, Mason Bishop and Disability Advocate and Motivational Speaker, Tim Harrington. In addition to these distinguished speakers, there were several local speakers and facilitators who provided the conference attendees with valuable information that they were able to take back to their respective regions to use and improve service delivery and overall Workforce Center operations.

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A highlight and one of the most popular events of the conference was the presentation of the "Heart of the System" Awards. Each Region nominated members and/or units of their front line operations that made the most impact on their respective Workforce Regions over the last year. Recipients of these awards were surprised and honored to be recognized by the peers.

Mark Pingrey, the Colorado Workforce Investment Board Chair hosted his Board, Regional WIB Chairs, local elected officials, Workforce Region Directors and conference keynote speakers for an old fashioned Barbeque dinner where the new Web based learning site "e-Colorado" was premiered. Later in the evening, "team spirit" was demonstrated as conference attendees wore their favorite sport team regalia and danced to the tunes of "Disco Dan."

Based on feedback from the attendees, over 80% of those who participated in rating the conference indicated that the conference exceeded expectations in all areas evaluated.

Governor's Summer Job Hunt

The Governor's Summer Job Hunt (GSJH) was established in 1981 as a way to help Colorado's youth make the transition from school to work by matching their skills and interests with employment opportunities. Over the life of the program, more than 220,000 young people, (ages 14-21) have found summer employment.

The current media sponsors of the GSJH are 9NEWS and Newspaper In Education -Denver Newspaper Agency. Their coverage of the program equated to a \$181,000 in-kind contribution and allowed our message to Colorado's youth and employers to go out in an efficient and professional manner. In addition, numerous local newspaper articles were written this year giving the public a view on youth employment issues. Public service announcements filled the airways on youth job opportunities.



Employers involvement with the GSJH program were in many ways: hiring youth, participating in mock interviews, job shadowing and holding roundtable discussions on youth employment topics. Dedication and commitment from the local Workforce Centers resulted in 10,243 young people entering employment.

Paula Woodward of 9NEWS presents Broomfield High School students and teachers with an award during the GSJH Kick Off event to honor their involvement with the Broomfield Youth Job Fair. The certificates were signed by the Governor.

Best Practices:

- Tri-County Workforce Center successfully leveraged Governor's Summer Job Hunt dollars with other grant funds to expand job readiness services, greatly increase the database of employers, improve universal access via the Web site, and provide job readiness workshops at the Center and sites throughout the region.
- Regions established quality partnerships with schools and other youth services agencies. The GSJH is a vital link between school and the young person's first job. Schools are recognizing that the GSJH staff can come into the classroom and help students obtain information on how to get that first job.
- In Pueblo, a special Governor's Summer Job Hunt job-posting area was utilized. It enabled job-seekers and their parents the opportunity to peruse what was available and to obtain a plethora of pamphlets, newspapers and hand-outs to encompassing work readiness information.
- This was the first year the GSJH office awarded incentive awards to regions. Larimer and Eastern Regions received \$4,000 each based on performance.

Success Stories:

Recovering from Substance Abuse...

Perhaps the most notable one is a young man that is trying to get his life back on track after making some very poor decisions and landing in prison for drug use/abuse. He has a new baby and a fiancé that has stated she will leave with the baby if he falls back into his old habits. He came in with no self-esteem and would hardly look me in the eye unless I asked him to. He hung his head and talked very softly. After working with him on a one-on-one basis over the course of several weeks he did realize that he had skills and could make a contribution when given the chance by an employer. I worked hard to find a position with an employer that did not need/want to know about his drug related background. He was an active team player in his job search when he learned he had someone that was supporting him in his efforts to rebuild his life. He got laid off the first position I referred him to when an injured worker returned after healing from his accident much sooner than expected and found him another position within just a couple of days. He is doing well and will have restitution paid by the end of the year.

"Joe"...

"Joe" was very eager to get a job. He was incarcerated in a youth facility and was approaching his release date. One of the conditions of "Joe's" release was to have a job. He had never had a job before

TESTIMONIALS

Randy G., with a large employer in the food industry:

"I'm glad to see some kids actually prepared for an interview and who have learned to fill out an application ALL the way. These are the kids that my business will try to retain long term."

Elsa C., Mesa County Workforce Center.

"I think the true success is the visibility and goal of getting the youth thinking and talking about employment and giving them the tools that they need to find employment."

TESTIMONIALS

Joe G., participant:

*"Thank you so much,
Hope, for your work with
my resume and helping
me with my interviewing
skills. It helped me get this
job. I can't thank you
enough. No one has ever
spent this much time help
ing me out."*

Victoria H., local employer:

*"I have a restored faith in
America's youth, after
working with the ones you
sent to me with your pro
gram."*

and was facing the daunting prospect of being rejected because of his felony record. Several hours were spent with "Joe" coaching him on the entire job search process. He learned how to look for a job, do research on a company he was interested in working for, dress appropriately, and prepare for the interview. "Joe" was a very sincere young man, was very attentive to coaching and was able to secure employment at the second place he applied, in spite of his felony record. The manager was willing to take a chance on "Joe" because of his attitude, demeanor, appearance and enthusiasm and because he had completed his pre-interview homework. "Joe" is still working at this job and is doing quite well.

The 14 Year Old...

Another success story includes finding a job for a 14 year old that had completed his freshman year in high school. He is a very smart kid who is a grade ahead of other youth his own age and wanted desperately to be doing everything other kids in his grade were doing - including working. He told me where he would love to work so I contacted the employer and we worked on developing a job that someone so young could do, gain experience and yet have fun doing this job. He had to depend on his mom to transport him 12-15 miles each way to work. She committed to do this. He worked bussing tables in a dining room at one of the area Lodge's located in the Forest Service.

Colorado Displaced Homemaker Grant

The Colorado Displaced Homemaker Program provides employment and training services to eligible displaced homemakers who, through divorce, separation, widowhood, or ineligibility for other public assistance have lost their source of economic support. Services provided include tuition scholarships, job training, career assessment, supportive services, personal and vocational counseling, and job development and placement.

In PY03-04, the State elected to engage a new innovative partnership to deliver services to displaced home-makers. Starting July 1, 2003, a scholarship program was established through a contract with the Community Colleges of Denver to provide tuition scholarships and supportive services to eligible displaced homemakers. These scholarships provided needed support to displaced homemakers so that they could proceed with training and skills development courses at CCD and successfully prepare to reenter the workforce.

DISCRETIONARY GRANTS

CWDC and CDLE Grants in Aid to Local Regions

The Colorado Workforce Development Council (CWDC) awards the WIA 10% Discretionary funds to ensure that continuous Improvement and collaboration are deeply embedded in the operations of Colorado's Workforce system mode of operation. The CWDC promotes collaboration and fosters innovation in the system through its practice of funding non-traditional responses to critical local labor market issues that engage strong local and regional partnerships. Concurrently, the Colorado Department of Labor and Employment controls and dispenses a separate set of discretionary funds that it targets to support creative new solutions to unmet labor market issues and fill service gaps for areas that are hard hit by localized economic downturns. Both sets of funds are awarded through an RFP process that involves proposal review by business leaders, workforce development experts, and volunteers from the CWDC.

Discretionary projects range from the creation of regional branding and marketing collaboratives, to an Accelerated Bachelor of Science Nursing Onsite Incumbent Worker project. The CWDC also made awards to partnerships formed by Arapahoe/Douglas Works to recruit and re-employ Licensed Nurses. Additionally a partnership formed by Mesa County Workforce created an on-line component for the RN refresher course. Annually, the CWDC awards funds to promote innovations and to support the expanded LMI Job Vacancy Survey project

Several projects funded by the CWDC are now reported as Best Practices by local regions. They are sustained by local support after successful implementation.

\$1,015,431

Healthcare and Nursing Grants

- The Council has awarded discretionary grants to six workforce regions and their partners to establish projects as varied as:
- Establishing a healthcare center within a workforce center to focus on the health occupation needs of a regional life science center and a newly opened full-service hospital
- Developing curriculum for community colleges to offer reentry programs for nurses to upgrade their skills and qualify to return to the profession after being away for several years
- Developing a partnership collaborative to create an associate degree nursing program in a rural area of the state where no nurse training was available for local students

The CWDC promotes collaboration and fosters innovation in the system through its practice of funding non-traditional responses to critical local labor market issues that engage strong local and regional partnerships.

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DISCRETIONARY GRANTS AWARDED

- *Healthcare & Nursing*
- *Branding & Outreach*
- *Youth Oriented Projects*
- *Adult Discretionary*
- *Dislocated Worker / Incumbent Worker*
- *National Emergency Grant*
- *The Motherhood Project*
- *Serious & Violent Offender*
- *Workforce, Faith & Community Works*
- *Homeless Veterans Reintegration*
- *Colorado's One-Stop for Ex-Offenders*
- *HCA Healthcare Grant*

- Creating an accelerated BS nursing degree program that matches employers, a Community College , a 4-year university and the workforce center to upgrade skills of hospital staff that want careers in nursing

\$300,000

Branding and Outreach

The Business outreach Committee of the CWDC awarded funds to all 19 regions and sub-regions to fund a brand-awareness project and assist local WIBs in their efforts to increase local business participation in the workforce center activities. The Committee also created a statewide task-force of outreach representatives from every workforce region to plan joint state wide and regional projects and events to attract employers to the centers and raise the citizens awareness of the workforce system services.

A major component of this project was a detailed examination of the position of the system and its local regions, and an evaluation of the levels of acceptance, awareness and participation by local businesses. It also included a non-biased appraisal of each region's quality of services, identifying strengths and weakness for each director in a confidential feedback report. The Business Outreach committee and its task force created a marketing plan for the system and the locals in a partnership with a national marketing consultant and have begun implementation of the plan. The ultimate goal of the committee and the task force is to develop the ability within the system to sustain the data-based and fact-based outreach and marketing effort created by this partnership.

\$400,000

Youth Oriented Projects

The CWDC set aside \$400,000 in discretionary funds for the State Youth Council (SYC) to support local Youth Council projects and events. The SYC funded a local workforce region's effort to create a youth satellite office, and a project to create a Hire-a-Youth outreach campaign within its labor market area. The State Youth Council also funded a Youth Homework Lab in another region and provided funding for a sub-region to open a Computerized Skills center, providing easy access to academic skill building, and occupational skills training at a local community college.

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\$350,000

Adult Discretionary Grants

The sub-committees of the CWDC awarded small grants to produce customer service training with a career ladder at Denver International Airport, a pilot reentry project for offenders in Mesa County, a Dislocated Worker skills bank database in El Paso County, and surveys and symposiums to impart knowledge to businesses, workers and civic leaders in several labor market areas.

\$595,750

Dislocated Worker/Incumbent Worker Grants

Utilizing WIA 25% Rapid Response funds, CDLE awarded its first incumbent worker/layoff aversion grants to address the skill training needs of public and private sector employers. Four pilot projects were established in partnership with local employers to:

- Train manufacturing industry workers in the Lean/World Class manufacturing methodology
- Upgrade of the skills of paraprofessional teachers to comply with the "No Child Left Behind" legislative requirements
- Provide on-line instruction to prepare 1220 nursing employees for their annual skills competency tests
- Create a career ladder for non-skilled entry level health care industry workers to move into medical and medical/clerical occupations.
- CDLE also funded model projects targeted to older dislocated workers, disabled dislocated workers, and those seeking to entrepreneurial skills.

\$6.4 million

National Emergency Grant

The National Emergency Grant (NEG) provides core, intensive, and training services to dislocated workers from targeted industries who lost their jobs as a result of layoffs occurring after September 11, 2001. Current targeted industries for NEG in Colorado are telecommunications, financial, technology, airline/aviation, and tourism.

Through PY2003, NEG funds assisted the workforce centers in serving 1846 dislocated workers. Many of those enrolled were previously high-wage earners unable to return to their previous field of employment, and

National Emergency Grant (NEG)

Through PY2003, NEG funds assisted the workforce centers in serving 1846 dislocated workers. Many of those enrolled were previously high-wage earners unable to return to their previous field of employment, and the challenge now is to transfer their skills into high-demand occupations at a comparable earning level. Targeted career fields for placement are: healthcare services, education, and homeland security and defense.

Reconnecting Female Offenders with Work and Family

The Motherhood Project is a gender-specific, holistic, female ex-offender program that focuses on removing barriers to employment, and offers options for job training, employment, & education.

the challenge now is to transfer their skills into high-demand occupations at a comparable earning level. Targeted career fields for placement are: healthcare services, education, and homeland security and defense.

The Colorado NEG model was showcased, at the February 2003 USDOL regional discretionary grant conference, for its unique program design and technical assistance tools. In addition, Colorado's NEG coordinator has been invited to serve on the USDOL National Dislocated Worker Reform Workgroup.

\$700,000

The Motherhood Project: Reconnecting Female Offenders with Work and Family

The Motherhood Project is a gender-specific, holistic, female ex-offender program that focuses on removing barriers to employment, and offers options for job training, employment, and education. This cutting-edge program is a collaborative effort between the CDLE and the Colorado Department of Corrections. The mission of this project is to empower female ex-offenders by providing them with the tools to become self-sufficient, productive, and responsible; also, to be accountable to themselves, their family, and the community.

\$1.2 Million

Serious and Violent Offender Grant

CDLE is supporting the Colorado Department of Corrections (CDOC) on this project and is collaborating with CDOC, Colorado Department of Human Services, local Workforce Center, Substance Abuse, Mental Health Agencies, Community- and Faith- based organizations, Community Corrections, Probation, and Parole to help build a successful re-entry program for serious and violent offenders exiting prison and transitioning into communities. Local Workforce Centers are providing job readiness classes, job training, and job placement to offenders who are ready to be placed into the workforce. Workforce has taken an active role in developing successful workforce strategies that help ex-offenders become self-sufficient.

\$1.3 Million

Colorado Partnership: Workforce, Faith, and Community Works!

This workforce, faith, and community partnership project successfully built bridges between workforce centers and community- and faith-based organizations. Building the capacity of, providing technical assistance to,

and working with faith- and community- based organizations in an effort to prepare them to augment the services of the workforce centers was key to the success of the project. This project provided workforce center staff with a multitude of options for their customers by identifying local faith- and community- organizations, leveraging resources, sharing information, and developing additional partnerships. An on-line catalog of resources and service providers was developed and can be found at www.coloradoworkforcepartners.com. This on-line catalog can be accessed by anyone who has access to a computer.

\$500,000

Homeless Veterans Reintegration Program (HVRP)

This veteran-specific re-entry program is a collaborative effort of the Disabled Veterans Outreach Program, Local Veteran Employment Representatives, Colorado State Veterans Program, Colorado Department of Corrections, John Innman Work and Family Center, Local Workforce Centers, WIA systems, Community- and Faith- Based Organizations, and CDLE. This project provides "inreach" into the prisons to identify veterans honorably discharged who are currently incarcerated, and then provides re-entry services, employment-based case management, supportive services, and employment and training services to them to ensure a successful transition into society.

\$750,000

Colorado's One-Stop for Ex-Offenders: A Non-Custodial Ex-Offender Program

This effective re-entry program is a partnership between the CDLE and the Colorado Department of Corrections and workforce centers. This project provides offenders, who are non-custodial parents, a means to become self-sufficient by providing job reading, job training, supportive services, and employment opportunities, as well as the opportunity to become accountable to themselves and their families. The goals of this project are to help the ex-offender become self-sufficient, to reduce recidivism, to increase public safety, and to augment family integrity.

\$1.02 Million

HCA Health Care Grant

In partnership with the HCA/HealthONE provider network, the Colorado Community College System, the Community College of Denver, Arapahoe Community College and local workforce centers, Colorado initiated an accelerated RN training program to address the shortage of

Homeless Veterans Reintegration Program

This project provides "inreach" into the prisons to identify veterans honorably discharged who are currently incarcerated, and then provides re-entry services, employment-based case management, supportive services, and employment and training services to them to ensure a successful transition into society.

HEALTH CARE PROGRAMS INCLUDED IN THE 2 YEAR EVALUATION:

- “New Hire” HCA Colorado Healthcare Partnership
- QuickStart Careers
- (NEG) National Emergency Grant program
- Trade Adjustment Assistance program

trained nurses entering the labor market. Over the course of the first two years of the grant, 64 nursing scholarships were awarded and three of the four training groups had graduated and entered employment. In addition, HealthONE and the Community Colleges initiated a “clinical scholar” model, which leveraged public and private funds to increase the capacity of the hospitals to provide clinical rotations for the students. An extension of the grant through PY04 will allow for additional capacity building through the purchase of SimMan technology and upgrading of nurse training labs.

\$180,000

Program Evaluation Grant

This year marked the culmination of a two-year evaluation of workforce development programs in an attempt to meet the needs of health care employers and qualified job seekers. Four programs were the focus of this study: the “New Hire” HCA Colorado Healthcare Partnership, QuickStart Careers, the National Emergency Grant program, and the Trade Adjustment Assistance program.

The study made recommendations for, and presented the benefits of building alliances with the healthcare industry. The study recommends new approaches to improving the healthcare worker preparation process:

- Better career counseling and opportunities
- Promoting career ladders or career webs to increase opportunities for training in alternative medical positions
- Increasing system capacity without sacrificing high standards. The length of time in training may not correlate to the competency of nurses; the workforce and educational systems should consider the use of virtual clinical experiences.
- Systemically addressing occupational shortages. This requires collaboration among all of the relevant partners: employers, K-12 and post-secondary education, workforce development, professional associations, support service providers; and an analysis of the entire preparation pipeline to identify where and why the systems might be failing. Program responses must be designed to respond to the system disconnects.
- Looking at career pathway strategies that hold promise in providing bridges from low-paying jobs to those with better wages, benefits and/or working conditions.
- Helping employers develop and retain the skilled workers they need for competitiveness; expanding job-seekers’ career options; and upgrading the skills of workers in dead-end positions.

The results from this project will be incorporated into any educational and training initiative developed by the state to address critical occupational shortages.

COST EFFECTIVENESS ANALYSIS

Colorado works to ensure that all its resources are expended in the most effective and cost efficient way possible. We have a continuing policy of examining the outcomes and cost effectiveness of all of our programs in order to guide us in this effort. In this analysis we consider both benefits for our clients and cost savings/increased revenue for government entities. Increased wages for our clients fit into both of these categories since the increased wages obviously directly benefit our clients, but they also result in increased tax revenue through increased income tax payments, as well as probable increases in sales and property taxes. In many cases, there will be a reduction in governmental costs due to elimination or reduction of dependence on TANF, Food Stamps, Unemployment Insurance benefits, and other forms of public assistance. At this point, we only have data to measure the gain in wages experienced by our clients. The increases in taxes paid and decrease in reliance on public assistance would require coordination with several other agencies with privacy rules that make this sort of study extremely difficult, if not impossible.

Adult Program

In the Adult program we are comparing the annualized wage gain the clients experienced to the total expended for the program year. Since we are looking at wage gains experienced by clients after their exit from the program, we are only showing the wage increase for those having completed the program, while the expenditures shown include funds spent on clients who have not yet exited the program. This should “even out” over time with clients served primarily with funds from last year carrying in to this year and others served primarily with this year’s funds carrying in to next year as long as enrollment rates remain fairly stable. A large influx of new enrollees would skew this number strongly. This is not normally seen in the Adult and Youth funding streams, but would have a strong potential effect in Dislocated Worker with large layoffs. The wage gain is calculated by subtracting the wages the 2nd and 3rd quarter prior to enrollment from the wages the 2nd and 3rd quarter post exit. We then annualize the wage increase by multiplying by two (moving 6 months to 12 months). We then account for inflation by adding 2.5%.

- 2003 annualized adult wage increase \$7,631,372
- 2003 inflation adjusted adult wage gain \$7,822,156
- Expenditures \$4,835,462
- Benefits \$1.62 for each \$1.00 expended

FINANCIAL RESOURCE MANAGEMENT

Colorado works to ensure that all its resources are expended in the most effective and cost efficient way possible. We have a continuing policy of examining the outcomes and cost effectiveness of all of our programs in order to guide us in this effort.

Youth Programs

In the Youth programs we are comparing the annualized wage gain the clients experienced plus the wages paid to the participants during the year to the total expended for the program year. Since we are looking at wage gains experienced by clients after their exit from the program, we are only showing the wage increase for those having completed the program plus all wages paid to participants, while the expenditures shown include funds spent on clients who have not yet exited the program. This should “even out” over time with clients served primarily with funds from last year carrying in to this year and others served primarily with this year’s funds carrying in to next year as long as enrollment rates remain fairly stable. A large influx of new enrollees would skew this number strongly. This is not normally seen in the Adult and Youth funding streams, but would have a strong potential effect in Dislocated Worker with large layoffs. The wage gain is calculated by subtracting the wages the 2nd and 3rd quarter prior to enrollment from the wages the 2nd and 3rd quarter post exit. We then annualize the wage increase by multiplying by two (moving 6 months to 12 months). We then account for inflation by adding 2.5%.

- 2003 youth wage increase \$2,373,111
- 2002 work experience wages \$1,977,758
- Total \$4,350,869
- Adjusted for inflation (2.5%) \$4,459,641
- Expenditures \$4,019,474
- Benefits \$1.11 for every \$1.00 expended

Dislocated Worker

With the adult and youth programs some assessment as to a return on investment or cost effectiveness can be made since the intent of these programs is to move the adult or youth from a current low income status or from dependency on government assistance programs to greater income and less dependence. The dislocated worker program, however, is intended to prevent clients from slipping into a dependent or lower income status. This is the reason that the wage standard for the dislocated workers measures how much of their former income was replaced after the program, where the other programs look at an expected gain in wages. Like most prevention programs it is difficult, if not impossible, to analyze cost effectiveness in any meaningful way since assumptions have to be made on where clients would have ended up if intervention had not occurred. Any cost effectiveness analysis attempted on this program would only measure our assumptions for where those clients were headed when we intervened. Since this would be a purely speculative approach, any numbers generated would not be valid.

Overall Assessment

With the changes in Colorado's economy during PY03, wage gain from these programs dropped significantly as unemployment in Colorado increased significantly. Even with this loss, we experience a greater increase in wages in the Adult and Youth programs than the funds expended. This is without being able to measure the savings in public assistance and increased revenue from clients moving from being tax consumers to being taxpayers. We do know that 32.4% of our Adult clients and 45.1% of our youth clients in PY 2003 were receiving public assistance when they came to us. From the wage gains seen and anecdotal evidence we know that many, if not most, of these clients are no longer receiving or have much reduced their dependence upon public assistance. We do not have any way to quantify this without information that is not currently available.

Waivers

Colorado was successful in achieving approval for the extension of two waivers, which assisted the state in meeting the challenges of a lagging economy. The waivers are as follows:

- Waiver of the WIA requirement limiting the transfer of funds to 20% of a program year allocation, which allows up to 40% of funds to be transferred between the WIA Adult and Dislocated Worker programs during PY02 and PY03.
- Waiver of the WIA requirement to procure three of the youth program elements

Goals to be achieved by the waivers include greater accountability on the part of local boards and added flexibility to design and implement innovative programs that are targeted to local industry needs and worker training.

National Policy Development

Representatives of Colorado's lead agencies are serving in the following National leadership roles:

- CDLE's Executive Director was the Treasurer and member of the National Association of State Workforce Agencies (NASWA) Executive Committee.
- CDLE's Director of Workforce Development Programs was a member of NASWA and the National Governor's Association (NGA), and was on the NASWA Training Committee.

Continuous Improvement Management System (CIMS)

To be eligible for the Performance Standard Award a Workforce Investment Board (WIBs) must exceed their customer service performance measures by at least 10% and meet the other 15 standards.

- Colorado Project TRAIN leaders are assisting in the design of National Training standards for the National Disability Program Navigator project.
- The Chairman of the CWDC was appointed to the Board of Directors for the Workforce Excellence Network, a Project between the NGA, National Association of Workforce Boards (NAWB) and USDOL.
- Two local Workforce Investment Board chairs served on the Board of Directors of the National Association of Workforce Boards.
- The Chair of the Colorado Workforce Development Council was chair of the Outreach sub-committee of the National Association of State Workforce Board Chairs.
- The Director of Workforce Program Operations for CDLE was a member of NGA and on the NGA State Liaisons Executive Committee, and was an Executive Charter Member of the Promising Practices National Consortium.

Continuous Improvement Management System (CIMS)

Building upon the theme of partnerships, the State Workforce Development Council (SWDC) expanded its continuous improvement incentive plan to encourage collaborative partnerships among industry and workforce leaders. The system ties performance excellence to factors such as business involvement, community outreach to training providers and improved delivery of employment and training services.

The performance categories for to the CIMS are the Performance Standard Award, the Business Involvement Award and the Partnership Award. To be eligible for the Performance Standard Award a Workforce Investment Boards (WIBs) must exceed their customer service performance measures by at least 10% and meet the other 15 standards. To further promote business partnerships, local WIBs may also apply for a PIA Business Involvement Award for innovative public/ private solutions that address industry needs.

The CWDC awarded \$500,000 in PIA performance awards for PY 2003. The Continuous Improvement (CIBA) Awards for Partnership recognize business and agency partnerships that impact their local areas. Recipients of these awards are acknowledged at an awards dinner, receive plaques and are recognized by the press for their contributions.

State Rapid Response

The State Rapid Response Unit experienced a decrease in layoff assistance activity during PY03 as a result of the gradually improving economy. A summary of layoffs addressed by the unit and services provided include:

- Layoffs Identified= 129
- Workers affected= 8,499
- Layoff Transition Workshops= 124
- Workshop attendance= 2,842
- Employers receiving services other than layoff workshops= 43
(Services included providing informational packets, on-site career fairs, referrals to local Workforce Centers, Unemployment Insurance information and working with organizations such as labor unions to inform the impacted workers of services available to them.)

The industries experiencing the greatest number of layoffs were manufacturing, information technology, telecommunications and retail stores. Other industries impacted were construction, banking and travel. In addition, there were a total of 61 layoffs reported (47%) that resulted from business closures or employers outsourcing work to non-US workers.

Industries experiencing the greatest number of layoffs:

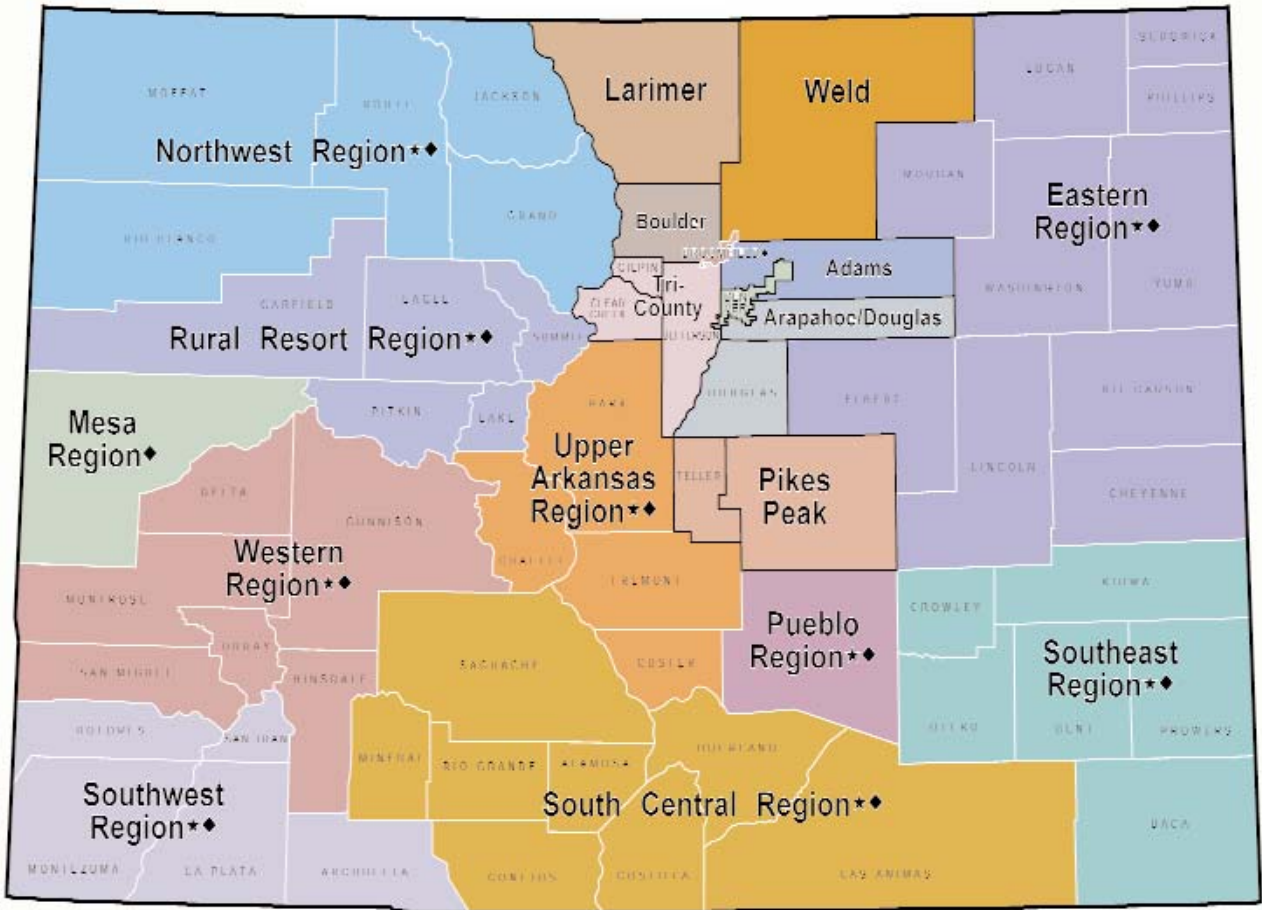
- *manufacturing*
- *information technology*
- *telecommunications*
- *retail stores*

STATE EVALUATION ACTIVITIES

CDLE evaluates each region's outcomes by utilizing the 17 core indicators of performance for adults, dislocated workers, and youth programs, as required by the Federal Workforce Investment Act (WIA), Section 136.

In accordance with Colorado's philosophy of local control, each region designs and conducts its own evaluation. Additionally, CDLE evaluates each region's outcomes by utilizing the 17 core indicators of performance for adults, dislocated workers, and youth programs, as required by the Federal Workforce Investment Act (WIA), Section 136. CDLE's comprehensive monitoring guide, recognized as a model by the US Department of Labor (USDOL), is the end result of an on-going monitoring and technical assistance process that has built a strong working relationship between the State and the Local Workforce Regions. Quarterly, State Field Representatives from CDLE meet with the regions they oversee to review client service levels, program expenditure rates, and performance outcome results. Through these reviews, staff identify areas which may require additional technical assistance and training and rectify any deficiencies prior to the start of the annual state monitoring.

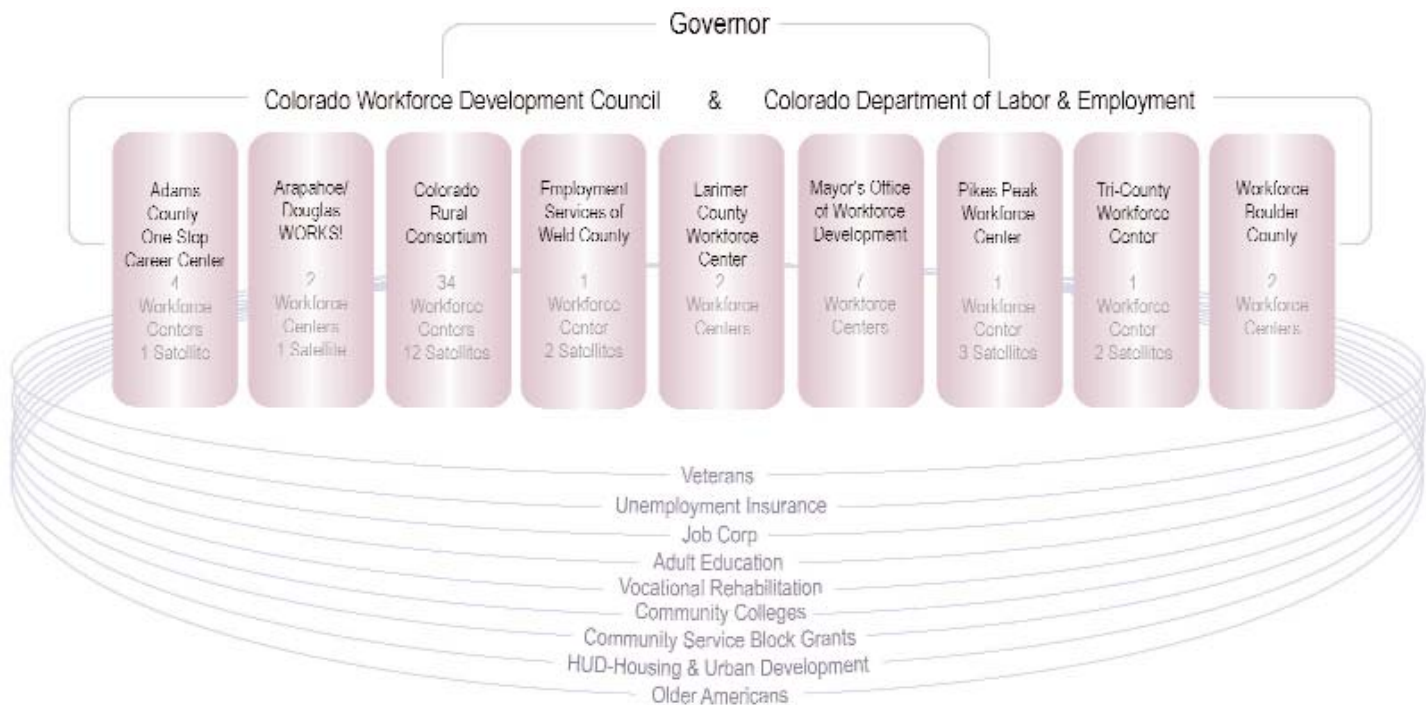
Colorado Workforce Investment Areas



◆Sub-region of the Rural Consortium Workforce Investment Area.
★Regions administered by the Colorado Department of Labor and Employment. All others administered locally.

Keywords: 17801

Governance of Colorado Workforce Investment Areas





Formula For Success²

Partnership + Performance = Empowerment

LOCAL REGIONS

ADAMS COUNTY ONE STOP CAREER CENTER SYSTEM

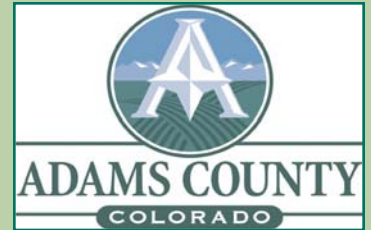
REGIONAL PROFILE

Adams County is a diverse county with contrasting industries ranging from the high tech medical/bio-medical Health Services Center at Fitzsimmons, to manufacturing in the Broomfield/Commerce City areas to heavy agricultural production in the rural areas of the County. The density of agricultural activity is indicated by the indicator of being a designated significant Migrant Seasonal Farm Worker (MSFW) Office at our Brighton One Stop site.

While the long lasting affects of September 11, 2001 are finally waning, the resulting stagnant job growth activity was still very apparent during Program Year 2003. The job seekers are finding few opportunities of employment for which they are qualified that offer anywhere near the pay they received from their last employment. The only layoff activities of significance were those at Rocky Flats, where 33% of the first 135 layoff were Adams County residents, and the announced layoff of 45 Northglenn City employees.

The Unemployment (UI) rate in Adams County during PY 2003 vacillated between having the highest or second highest rate among the Denver Metro counties and reached 7.2% in March and April of 2003. Although the county has not suffered any major employer or business catastrophes, layoffs in surrounding counties have impacted Adams County residents. This is due to the large percentage of Adams residents working in adjacent countys. According to current labor market information, 68% of the county's working population works outside of the county.

The Adams County One Stop Career Center System (ACOSS) registered 24,664 new applicants during PY03. There were 15,721 applicants carried in from PY02. The clients utilizing the resource center or other One Stop services during a single month ranged from a high of 9,226 in March 2004 to a low 6,269 in May 2004. The average served each month was 7,633, an increase of nearly 1,000 per month over PY02. Little industrial growth and resulting job gains occurred during PY 2003, the positive side of the slow growth was there was little or no decline in industry. Slight increases in local transportation have been noted. The over-the-road transportation and medical occupations continue to experience large growth. Customer service areas such as call centers and retail continue experience no change based on activity of the post September 11th economy in Adams County.



INDUSTRIAL DIVERSITY

- *High Tech*
- *Medial/bio-medical*
- *Agriculture*
- *Manufacturing*



Formula For Success



The Adams County Commissioners have determined that the Westminster area represents the largest growth area of the Adams County region.

A major change in service delivery location occurred during PY2003; the largest site and administrative offices relocated to a newly purchased and remodeled office building at 122nd and Pecos in Westminster. The Adams County Commissioners have determined that the Westminster area represents the largest growth area of Adams County. The One Stop site offers state of the art technology for customers utilizing the large, 24 computer station resource center and for those attending classes in the 24 or 12 station computer learning labs. ACOSS continues to maintain four additional strategically located One Stop centers in Thornton, Aurora, Brighton and Front Range Community College.

Satellite job search sites have been developed at two additional locations. One Stop staff are providing onsite job search services at a low cost housing facility, Village by the Park in Thornton. The Hmong Community of Colorado has entered into a Memorandum of Understanding with the One Stop and their Director is providing job search services utilizing One Stop equipment and network for their LEP community members at their Community Center. These activities are discussed further under the "Partnerships" section of this report.

The ACOSS Workforce Investment Board (ACWIB) directed that the training and employer relations efforts be focused on the three same primary industrial areas as in PY 2002-Health Care, Logistics and Transportation and Customer Service. This strategy has proved extremely successful for this third year, as evidenced by Entered Employment Rates for all WIA programs that met all of the required performance standards.

PARTNERSHIPS

Program Year 2003 was a very successful and productive year in terms of collaborative efforts that were embarked on, the new partnerships that were created, the partnerships that were enhanced and the partnerships that are creating models that are worthy of national emulation.

Discretionary Grant Awards (Collaborative efforts): Total awarded for PY 2003: \$940,370.00

Lean World Class Manufacturing Discretionary Grant: Awarded as a result of the collaborative efforts of Workforce Boulder County, Adams County One Stop Career Center System and Front Range Community College. This grant provides incumbent worker training for employees in seven small to mid-size manufacturing based organizations within Boulder and Adams County. The training that is being provided is in Lean World Class Methodology. This instruction has had a direct impact on cost savings to the participating manufacturers through improvements in

Colorado WIA Program Year 2003 Annual Report

increases in process efficiency and effectiveness, reduced inventory, reduction of downtime and reduction of waste and repetition of work. It was estimated by one company alone it would be able to save over \$600,000.00 in operating costs equal to a 24 to 1 return on investment (ROI).

Goals and outcomes for this project are as follows:

- As a result of successful implementation of the Lean training methodology, this project will realize a return on investment of State Workforce Investment Board dollars averaging five to one, or \$750,000.00, through improvements in efficiency, reduction of waste, and increased production.
- Incumbent worker training delivered for staff at each of the seven companies
- Enhanced knowledge base of employees as documented through post class evaluations
- Employer and employee satisfaction with training documented through post project evaluation forms.

Grant Award: \$175,000.00

Bridge to the Future: Youth Discretionary Grant: Awarded to Workforce Boulder County, Adams County One Stop Career Center System, Front Range Community College, Adams County Twelve Five Star Schools and St. Vrain Valley School District. This grant will provide intensive academic, career awareness, personal development and college preparatory services for 40 youth who face significant barriers to high school graduation and subsequent postsecondary enrollment. The primary barriers faced by youth targeted for this program are: non-native speakers of english, first generation college students, and persons from a low socioeconomic status.

In addition, this program will provide education and referral services to parents of participating youth. These services will include assisting with access to One Stop and Social Services and linkage with other human services agencies in the region. The ultimate measure of success of this program will be the percentage of participating youth who complete high school and enroll in a postsecondary program of study.

Grant Award: \$167,750.00

Head Start Youth Mentoring Initiative: This grant represents a partnership between Adams County Head Start and Adams County One Stop Career Center to address the following:

- Promote child and family literacy;
- Enhance young children's gross motor skills;

GRANTS AWARDED

- *Lean World Class Manufacturing Discretionary Grant*
- *Bridge to the Future*
- *Northern Health Care Consortium Discretionary Grant*
- *Head Start Youth Mentoring Initiative*
- *Family Workforce Housing Initiative*
- *Bachelors of Science in Nursing - U. of Colorado*
- *Denver Metro Hmong Community Center*
- *Village by the Park*

BRIDGE TO THE FUTURE PROGRAM GOALS:

- To improve students' academic achievement as measured by performance on schools standardized assessments (LOEP and Accuplacer)
- To have 80% of students who successfully complete the program and enroll in post-secondary education.
- To have 90% of the students show gains (from pre/post test assessment) on the Kouzes and Posner Leadership Practices Inventory.
- To have 90% of students show an increase in career awareness through the use of a pre/post career interest inventory.

- Promote children's social and emotional development;
- Assist in language development for children and families who are English Language Learners (ELL);
- Enhance staff, family, and child computer skills.

This project proposes to provide Head Start youth and their families with the above mentioned services by empowering Workforce Investment Act (WIA) youth to be role models and mentors to both their peers and toddlers.

The WIA youth will benefit by gaining valuable mentor and leadership skills. A secondary goal for this population is to gain their interest in Early Childhood Education. This is deemed necessary based on current Labor Market Information that shows an increasing need of Early Childhood Educators.

Northern Health Care Consortium Discretionary Grant: Awarded to Workforce Boulder County, Adams County One Stop Career Center System, Larimer County Workforce Region, Northern Colorado Home Health Association, Longmont United Hospital, University of Colorado Hospital and Front Range Community College. This grant will address the following issues:

This project will identify and provide employees within each healthcare organization opportunities to receive additional education and assistance that will lead to advancement up the healthcare career ladder. Healthcare organizations will benefit by being able to provide career opportunities for qualified and high-performing employees that would not otherwise be offered. The training will enable employees to participate in career advancing programs of study that, without the accommodations the healthcare organizations would not have been available.

Services offered as part of this grant:

- Healthcare and Career Awareness and Student Success Workshops
- Academic Skills Assessment and Career Interest Inventory .
- Career and Academic Advising
- Skills Remediation
- Healthcare Career Instruction (Certified Nursing Assistant, Psych Technician, and Other Healthcare Instruction that will include but not be limited to: Radiological Technicians, Pharmacy Technicians, Medical Office Assistants, Physical Therapists Aides, LPN, RN)

Grant Award: \$597,620.00

Family Workforce Housing Program - This is a proposed partnership between the One Stop Career Center and Adams County Housing Authority. The Family Workforce Housing Program will become a component of The Resident Services Department which was recently implanted in September 2003. The specific services will be provided on-site through the already existing programs of The Adams County One Stop Career Center. These program partnerships will implement the program in a timely and effective manner as each program already exist. With receipt of The ROSS Grant, these programs can come together to streamline service delivery to families living in Public Housing.

Onsite services include: JobLink Registration, Job Search, Career Guidance, Veterans' Services, Youth Services, Workforce Investment Act, Resume classes, Job Application classes, Interviewing classes, Job Fairs, and On-Site Interviewing

On-Going Grants/Partnerships

Bachelor of Science in Nursing University of Colorado Worksite

Option: The BSN worksite Option at University of Colorado Hospital was developed through a partnership of Adams County One Stop Career Center, University of Colorado Hospital, Community College of Aurora and Regis University to address the Denver metro nursing shortage. The projection of shortages in Baccalaureate degreed nurses is expected to exceed 4,235 by the year 2005. This worksite program allows incumbent workers the opportunity to continue fulltime employment while obtaining their BSN degree, as well as increasing their earning potential. In July 2003, Adams County One Stop Career Center was awarded \$250,000.00 to develop this program and graduate 33 new BSN nurses by June 2005.

Now into its second year, the BSN worksite option has 23 students, with 10 more students to be selected in October 2004 to complete the 33 original grant total. The Partnership between Adams County One Stop Career Center, University of Colorado Hospital, Community College of Aurora and Regis University is stronger than ever. The cohesion and continuity of the partnership has made this program the success it is. It has been the commitment of the main members of each organization to hold monthly partner meetings to ensure everyone is in agreement on all operational, procedural and academic functions. It has been critical to learn, but communication is key to the successful execution of a project as monumental and life changing as this initiative.

Denver Metro Hmong Community Center: In April 2004, Adams County One Stop Career Center formed a partnership with the Denver Metro Hmong Community Center. This partnership includes onsite job referrals for Community Center participants. The One Stop has entered into a Memorandum of Understanding with the Community Center that

ISSUES ADDRESSED BY THE NORTHERN HEALTH CARE CON- SORTIUM DISCRE- TIONARY GRANT

- The need to fill health-care openings that are facing critical shortages
- The need for organizations to provide opportunities for employees in low skilled positions to advance to higher-skilled positions within their organizations
- The need to provide non-native speakers of English and other low-skilled employees with opportunities for advancement within the healthcare field
- The need to increase access to education and training for low to moderate wage employees through employer-sponsored training.

allows for the director of the center to have access to the job link system to provide the job seeker services.

Village by the Park: Village by the Park is an apartment community in Northglenn, Colorado that has many low-income residents. In February 2003, as part of a grant the apartment management company applied for and subsequently received, Adams County One Stop submitted a letter of support that agreed to begin working with them to provide onsite job seeker and other community referral services on a monthly basis. This partnership has developed into a very successful venture for the One Stop as well as for Village on the Park and their residents.

PERFORMANCE

The ACOSS is on schedule to meet all Performance Standards at the 80% required level for Program Year 2003, six standards are being met at a level exceeding 100%. Enrollment numbers were met in all but one Youth category. Please refer to Attachments #2, #3, and #4 for statistical charts showing WIA program information and outcome information.

The BSN Discretionary Program is on schedule to graduate thirty-three BS Nurses in June 2005. Twenty-three students have successfully completed the first full year of the program.

Annual Youth Job Fair

The Adams County One Stop Career Center hosted the 4th Annual Youth Job Fair on Wed., March 17, 2004, from 1 p.m. to 6 p.m. at the Adams County Fairgrounds, 9755 Henderson Road, Brighton. In addition to the fair, an Employer Symposium was offered from 9 a.m. to 12 p.m.

Over the past three years, this youth event has gained in both size and popularity among Adams County youth. This year we expected numerous metro Denver area employers as well as youth resource organizations, and had over 1,200 youth between the ages of 14 and 21.

During the fair, individuals had an opportunity to speak with employers about available positions and apply for employment. In an effort to address the changes in the economy and the limited number of positions available to youth, the One Stop obtained commitments from various organizations that offer established youth volunteer opportunities. These volunteer positions provide hands-on work experience for youth that will enhance their knowledge and skill base to obtain future employment.

The job fair also featured apprenticeship programs. The apprenticeship programs offer youth training in industrial occupations that require a wide and diverse range of skills and knowledge. Such opportunities are an

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their BSN degree, as
well as increasing their
earning potential.*

alternative to a traditional four-year degree track, and provide individuals with both on-the-job work experience and formal training in specific industrial trades.

Employer Symposium

The Employer Symposium offered employers and resource organizations the opportunity to receive valuable information for hiring youth. Information was presented on Child Labor Standards, Wage and Hour and the Work Opportunity Tax Credit (WOTC) requirements.

EMPOWERMENT

Awards and Recognitions

State Workforce Investment Board Workforce Region of the Quarter:

In October 2003 Adams County One Stop Career Center was awarded the State Workforce Council's quarterly Regional award for Outstanding Workforce Center service delivery.

Best Practices Symposium November 2003: Out of 50 best practices submitted to the Colorado Department of Labor and Employment, Adams County One Stop Career Center was selected as one of the nine best practices in the State for the BS in Nursing Worksite Option.

Colorado Performance Excellence: The ACOSS was awarded a share of the State Discretionary Incentive Award for participating in the Performance Excellence Project.

Initiation of New Ventures:

In April 2004, a meeting was held with members of Adams County One Stop Career Center, University of Colorado Hospital and the Director of the Colorado Workforce Development Council, Booker Graves. The discussion revolved around the need for additional clinical sites to be available to optimize the amount of nursing students that could have access to this type of training facility. From this initial discussion, the "Colorado Collaborative Healthcare Learning Center" has since evolved.

The University of Colorado Hospital has asked to be a leader and strategic partner in this venture by housing the "Colorado Collaborative Healthcare Learning Center" on the Fitzsimons Campus. The Center is expected to become a nationally recognized model for innovation in health care education and career development. The mission and function of the Learning Center is ideally suited for incorporation into the new facilities on the Fitzsimons Campus.

Adams County is on schedule to meet all Performance Standards at the 80% required level for Program Year 2003, six standards are being met at a level exceeding 100%.



Formula For Success

Developed through a public/private partnership, the Colorado Collaborative Healthcare Learning Center will serve initially as a catalyst for innovation in technology and teaching for nurses at schools and in practice throughout Colorado. The Center's focus and activities will be expanded to encompass the spectrum of health care related occupations and will be designed to support multidisciplinary approaches. In time, it will serve as a readily transferable prototype for industry specific workforce development.

This exciting new venture is still in its infancy and, if approved, will take a multi-phased and comprehensive five-year approach to reach its full capacity to optimize competencies, readiness for practice and professional satisfaction among new and existing nurses. Innovations developed through The Center will be critical to removing barriers to educating the needed supply of nurses at all levels of practice. The Center will research, organize, implement, evaluate and disseminate best practices in the following areas:

- Preparation for practice: Prepare entry level nurses regardless of their level of education
- Re-entry and/or Remediation: Addressing skill level that impair ability of current practitioners or those coming back into the profession.
- Career Development/Specialty Preparation: What is need for a nurse to advance in his/her career.
- Ongoing Competency Validation: Individual requirements of regulatory agencies
- Educator Development and Support/Curriculum Research and Development: Methodologies to support skill acquisition and the Professional development of faculty, preceptors, mentors, clinical scholars, etc.





REGIONAL PROFILE

DESCRIPTION OF REGION

Arapahoe/Douglas Works! operates two full-service One-Stop Workforce Centers and staffs a satellite labor exchange office in northern Douglas County. In addition, a third office operates labor exchange by appointment at the Douglas County Human Services Building, in Castle Rock. Our locations in Aurora and Littleton provide services to employers, adult and youth community members who are in need of employment and training assistance via the Workforce



Investment Act (WIA) funded programs. This Division of Arapahoe County Government operates on an annual budget of approximately \$8M and is staffed by 72 full-time Arapahoe County employees and 21 full-time State employees. The Aurora office also houses employees from Job Corps, Learning Source for Adults and Families, Cerebral Palsy of Colorado, AARP Inc., Project Train and the Colorado Department of Labor and Employment.

The mission of Arapahoe/Douglas Works! is to advance, through the leadership and strategic alliances of the members of the Arapahoe/Douglas Workforce Board, a public workforce system committed to customer satisfaction, community partnerships and continuous improvement. Arapahoe/Douglas Works! serves people in Arapahoe and Douglas counties and Denver's southeast suburbs, which are home to many of Colorado's technology companies. Douglas County continues to be one of America's fastest growing counties.

Labor Market

The Arapahoe/Douglas region has 15% of the market share of unemployed job seekers in the state and 29% (up 3% from PY02) of the market share of job seekers in the Denver Metro region.

The region currently has over 40,000 job seekers on its rolls. The top five skill categories of these job seekers are Office and Administrative

The mission of Arapahoe / Douglas Works! is to advance, through the leadership and strategic alliances of the members of the Arapahoe/Douglas Workforce Board, a public workforce system committed to customer satisfaction, community partnerships and continuous improvement.



Formula For Success

Residents of this region are relatively affluent and highly educated. According to 2000 Census Data, the median household income in 1999 was \$53,570 in Arapahoe County and \$82,929 in Douglas County, both among the highest in the state and well above the statewide median income of \$47,203.

Support (29%), Sales and Related (Telemarketers, Real Estate – 11%), Management (8%), Computer and Mathematical Science (5%), and Production workers (5%).

Economic Conditions

The unemployment in Arapahoe County is currently at 5.1%, down from 6.6% in June 2003. The unemployment rate in Douglas County is currently 3.7%, down from 5% in June 2003. The number of job vacancies has increased to 16,300 according to the Fall 2003 Denver Metro Job Vacancy Survey. This is up 5,100 jobs from the previous year. However, the retail trade sector accounts for the highest number of vacancies, averaging only \$9.69 per hour. In addition, the percentage of jobs that employers consider hard to fill (vacant for 30 – 59 days), or very hard to fill (vacant for 60 or more days), has increased significantly over the prior year. Sixteen percent (16%) of the job vacancies reported are considered hard to fill by employers and 19% of the vacancies reported are considered very hard to fill. These jobs command higher wages and call for high level specialized skills that must often be developed by training offered through regional workforce centers.

Number and Demographics of Clients Served

Over 101,498 on-site visits were recorded for people requesting services from Arapahoe/Douglas Works! between July 1, 2003 and June 30, 2004, which is a staggering 28% increase from PY 02 (over 22,100 more recorded site visits).

The region served a total of 34,149 active job seekers, including 31,733 UI claimants (an increase of 9% over PY02). We received 2,180 job orders, gave a staff assisted service to 23,802 applicants, directly referred 7729 job seekers to job openings in our system and recorded 14,904 entered employments. We also served 45 customers under TAA/NAFTA Programs by providing formal training and job search services.

For the Veterans Programs, the region served 4,558 veteran job seekers, gave a staff assisted service to 2,866 vets, referred 1,231 veterans to job openings, provided case management services to 105, and recorded 1,852 entered employments.

Arapahoe/Douglas Works! served 1,175 customers under its WIA programs, over 4,500 through the Employment First program, and maintained an average caseload size of almost 2,100 Colorado Works (TANF) participants.

Colorado WIA Program Year 2003 Annual Report

A total of 555 Dislocated Workers were served during PY03; 59% were female; 8% were basic literacy deficient; 70% had post secondary education; 24% were minorities; and 4% reported a disability.

Three hundred forty (340) people were served in the Adult Program during PY03; 59% were female; 31% were basic literacy deficient; 41% had postsecondary education; 66% were minorities; and 7% reported a disability.

Fifty (50) Older Youth were served in PY03; 60% were female; 60% were basic literacy deficient; 4% had postsecondary education; 61% were minorities; and 12% were disabled.

Two-hundred thirty (230) Younger Youth were served in PY03; 46% were female; 72% were basic literacy deficient; none had postsecondary education; 68% were minorities; and 24% reported a disability.



PARTNERSHIPS

Assistive Technology

The main challenge faced and met through a partnership was meeting the needs of the increasing number of customers with disabilities through assistive technology. To meet this challenge successfully, ADW and CP of Colorado worked together to purchase the assistive technology, integrate it with existing technology and train staff in its use.

Enhanced Core Services

Other challenges were met through partnerships, as well. The Colorado Department of Labor and Employment continued to help ADW cope with the increasing foot traffic in its Workforce Centers, open the labor exchange satellite in northern Douglas County and educate customers in the use of personal computers in job search. Our Summer Job Hunt Numbers were:

	Goal	Actual
Total Summer Youth Served	3000	3791
Youth Entered Employment	500	536

CDLE also continued in partnership with ADW to increase market penetration to area employers. The number of employer events was up significantly from PY02, and over 14,900 job seekers entered employment.

THE HEALTH CARE INITIATIVES AT ARAPAHOE/DOUGLAS WORKS

- *The HCA Grant*
- *The ICAN Program*
- *Registered Nurse Refresher Course*

Services to Targeted Populations

The American Association of Retired Persons was also a beneficial partnership. AARP provided part time workers through a WIA Discretionary Grant to help ADW staff with increasing workload.

The Learning Source for Adults and Families kept office hours at ADW in a partnership to help the region's labor force build basic skills. ADW also worked with the Arapahoe Community Services Department to distribute food commodities to needy participants.

Arapahoe/Douglas Works! has made efforts to help felons transition back into the workforce. We have one FTE that sees an average of five offenders per day, and has served over 470 people. In addition, ADW has provided employment workshops to inmates at the Arapahoe County Jail designed to provide them with the skills to secure full time employment.

Health Care Initiatives

- **The HCA grant** has been in operation since PY02. This program has served 32 persons intent upon completing an accelerated course in Registered Nursing. This project was a collaborative effort between ADW, the Mayor's Office of Workforce Development, Community College of Denver, Arapahoe Community College and HCA Healthcare. ADW provided support to several cohorts of 16-person groups, one of which has yet to graduate. Of the sixteen who have graduated, eight have entered employment, and the remainder are working on passing their Nursing Board exams.
- **The ICAN program** was a collaboration between ADW, Community College of Aurora and TH Pickens Tech. It is designed to be a sustainable training venue for Licensed Practical Nurses, and to add capacity of 64 new LPNs per year to the health care training pipeline. So far, the ICAN program has served 32 people, and added 12 qualified LPNs to the Denver Area labor force.
- ADW also obtained a 10% Discretionary Grant to provide a **Registered Nurse Refresher Course**. The objective of this grant is to re-engage 64 non-practicing Registered Nurses with the healthcare system. The program has thus far provided or is providing refresher training for 30 Registered Nurses who were not practicing. To date, eight have entered employment as a result of the program.

Business Outreach and Marketing

ADW has also been concerned with enhancing business outreach and marketing. It obtained discretionary funds for this purpose. The goals of

Colorado WIA Program Year 2003 Annual Report

this discretionary grant were to host five employer events and two Chamber of Commerce events to increase employer awareness and to increase use of ADW employer services. During the course of the grant, ADW has hosted over 88 on-site employer events and five Chamber of Commerce events, including a very popular two-day event on starting your own business. ADW exceeded its goal for increasing the number of active employer accounts by 905% and continues to focus on increasing employer satisfaction rates.

The Arapahoe/Douglas Workforce Board was instrumental in creating the partnerships that initiated both the HCA and ICAN programs. The Board also helps increase employer participation each year by hosting an Employer Awards Event, largely financed by contributions of sponsoring private companies.

Ridgeview Youth Project

ADW obtained other discretionary funds from the Colorado Office of Workforce Development as part of a collaborative partnership with the Ridgeview Youth Detention Center designed to help youth participants more easily transition into the workforce after release. Using funds from the grant and the assistance of ADW, Ridgeview opened the ADW Student Service Center on its facility on September 22, 2003. Originally, the Service Center was to serve 300 participants. However, the concept proved so effective that 2094 participants were actually served. Twenty (20) were enrolled in WIA through ADW and 12 exited with a GED or a • High School Diploma.

PERFORMANCE

Dislocated Worker Program

Standards - Dislocated Workers	Benchmark	Actual	Percent
Entered Employment Rate	82%	86.26%	105%
Credential/Employment Rate	66%	74.74%	113%
6 Mo Retention Rate	90%	88.24%	98%
6 Mo Earnings Replacement Rate	82%	68.62%	84%

ADW surpassed the Entered Employment and the Credential / Employment benchmarks handily. It was very close to the benchmark on 6-Month Retention. The 6 Month Earnings Change/Replacement Rate was low because salaries in the region were significantly corrected during the recent recession.

SUCCESS STORIES (MR "M")

Mr. M. was laid off from Spire Media as a project manager in December 2002. He was making \$25.00 per hour. Although Mr. M. had been working as a project manager and had that job title, he was not able to find another job. In his job search he found that employers wanted to be able to hire certified project managers. He was enrolled in the Dislocated Worker program in March 2003. He received training assistance from Arapahoe/Douglas Works! in taking IT Project and certification at New Horizons and Project Management Professional preparation and certification through the Project Management Institute. He finished his training and certifications by December 2003.

Continued

SUCCESS STORIES (MR "M")

Continued

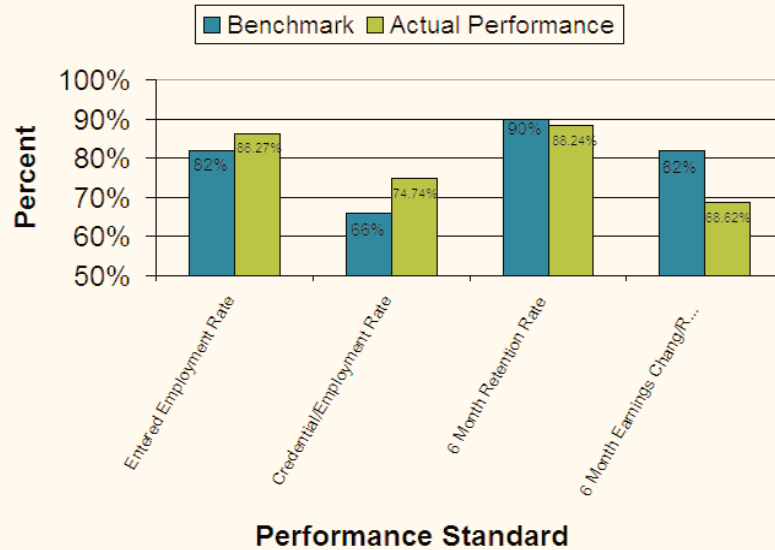
In September 2003 Mr. M. found a project manager position. The job, however, did not work out for him. He was very disappointed to find himself in job search again in October 2003. He continued to use the Workforce Center for referrals and job search counseling. He found a full time job April 19, 2004. He is a project manager earning \$60,000 per year – \$8000 per year more than his lay off wage!

(MS "M")

Ms. M. was served by the Dislocated Worker program in PY03. Here is what she writes about her experience with ADW: "The services I received were way beyond any expectations I had. Everyone was so helpful. I would not have been able to get the job I did without the computer classes I took or I without all the knowledge I acquired from the many Workforce Specialists. Thank you!"



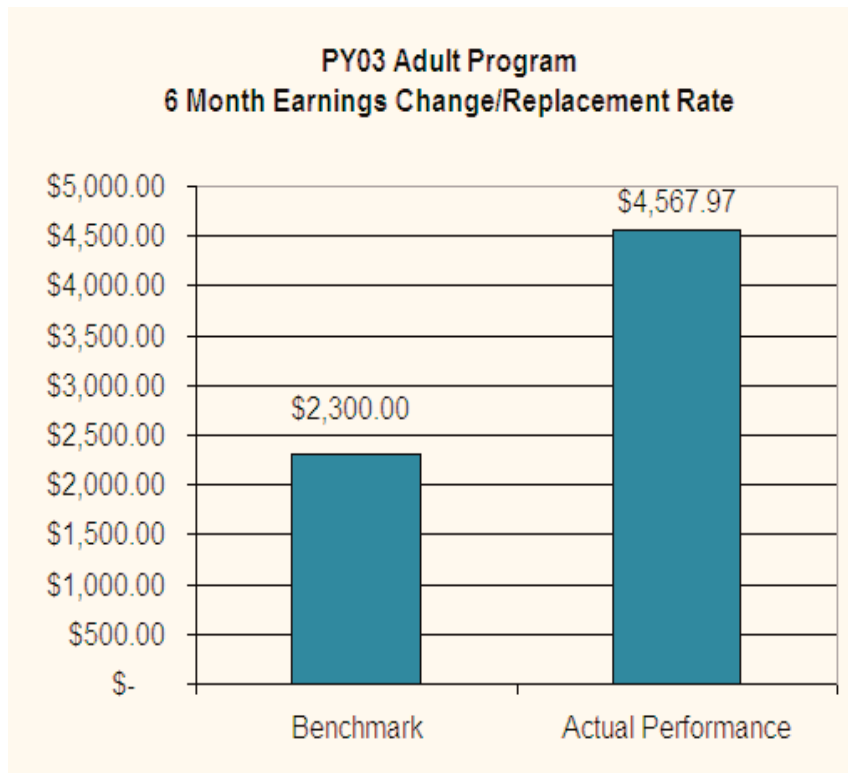
PY03 Dislocated Worker Performance



Adult Program

The demographics of the population served indicate that ADW reached out to the difficult-to-serve and achieved superior business results. Particularly noteworthy was the increase in the 6 Month Earnings Change as illustrated by the chart below.

Standards - Adults	Benchmark	Actual	Percent
Entered Employment Rate	73.1%	81.33%	111%
Credential/Employment Rate	60%	66.67%	111%
6 Mo Retention Rate	79%	92.94%	118%
6 Mo Earnings Change	\$2300	\$4567	199%



Older Youth Program

Standards - Older Youth	Benchmark	Actual	Percent
Entered Employment Rate	68%	69.57%	102%
Credential/Employment Rate	40.5%	50%	123%
6 Mo Retention Rate	69%	83.33%	121%
6 Mo Earnings Change	\$2350	\$1151	49%

The Denver Metropolitan Area lost a significant number of jobs as a result of the September 11, 2001 tragedy, and was ranked in the top 20 major metropolitan areas for total job losses following this event. In 2004, the seven-county Denver economy is expected to lag the state and the country in percentage job growth in 2004, according to Wells Fargo Chief Economist Sung Won Sohn. Sohn told the Denver Business Journal that he expects 2004 job growth to be 0.5 percent in the Denver area. Though the unemployment rate has gradually improved, it was high during much of PY03.

SUCCESS STORY - (JG)

JG is a youth offender who was brought to our agency within days of his release from prison by a community based organization for job search assistance. Upon initial assessment, it was decided that JG would be enrolled in the WIA youth program. Because of parole requirements, JG's enrollment in the WIA youth program was expedited.

Continued...

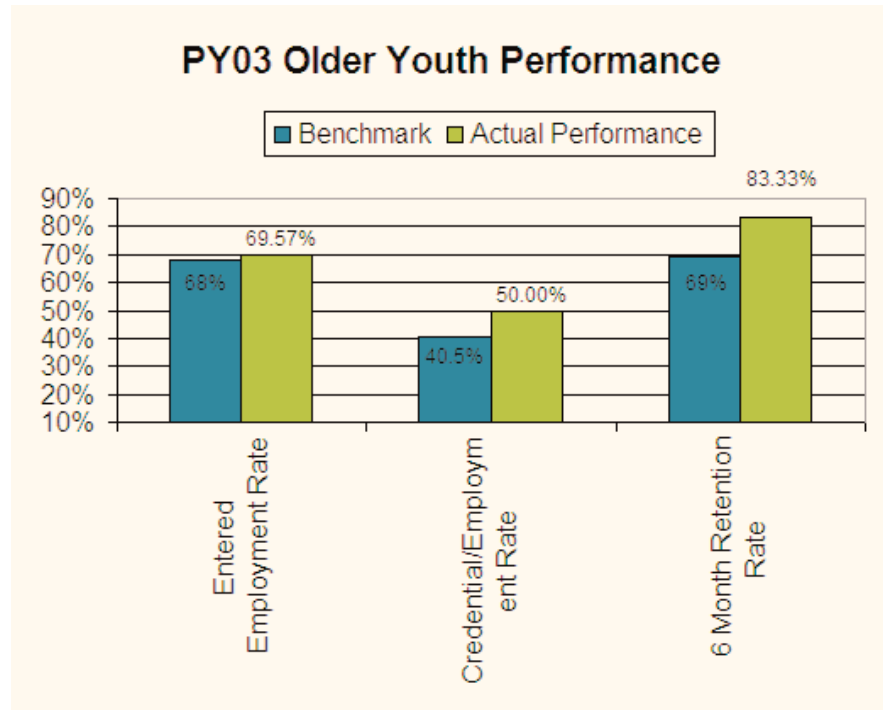
Formula For Success

SUCCESS STORIES (JG)

Continued...

JG received career assessment and counseling services and WIA paid for JG to enroll in accelerated training for a Class A Commercial Driver's License. WIA provided bus passes for JB to attend the training. JG completed the course in three weeks, was employed full-time at \$14.00/hour within two days of completing the training, and remains employed for three months to date. The entire time span from initial assessment to license and employment was 46 days.

Young people have traditionally competed for lower wage, entry-level jobs. During PY03, because of the lingering recession, youth had to compete with older, more experienced workers for these jobs. This drove wages in these jobs down, explaining the lag in 6 Month Earnings Change experienced by ADW Older Youth participants.



Younger Youth Program

Standards - Younger Youth	Benchmark	Actual	Percent
Diploma or Equivalent	50%	35%	70%
Skill Attainment Rate	81%	87.15%	108%
6 Mo Retention Rate	60%	55.81%	93%

ADW received a significant increase in WIA Youth funding for PY03. At the beginning of this Program Year, the job market was very tight for teens due to the overall recession. Many of the summer jobs teens usually could obtain were taken as stop-gap positions by out-of-work adults. Therefore, ADW felt it should offer summer work experience to 150 teens who would not otherwise be able to obtain summer employment.

It recruited these teens from TANF and Food Stamp rolls. The plan was to serve these 150 Younger Youth with a quality summer work experience, then exit them back to school. Though virtually all of the youth did successfully complete their summer work experience activity, ADW found

the population transient. Many of the participants, upon completion of their summer work experience moved, or failed to comply with performance requirements. As a result, ADW was not able to meet 80% of the Youth Diploma or Equivalent performance standard.

EMPOWERMENT

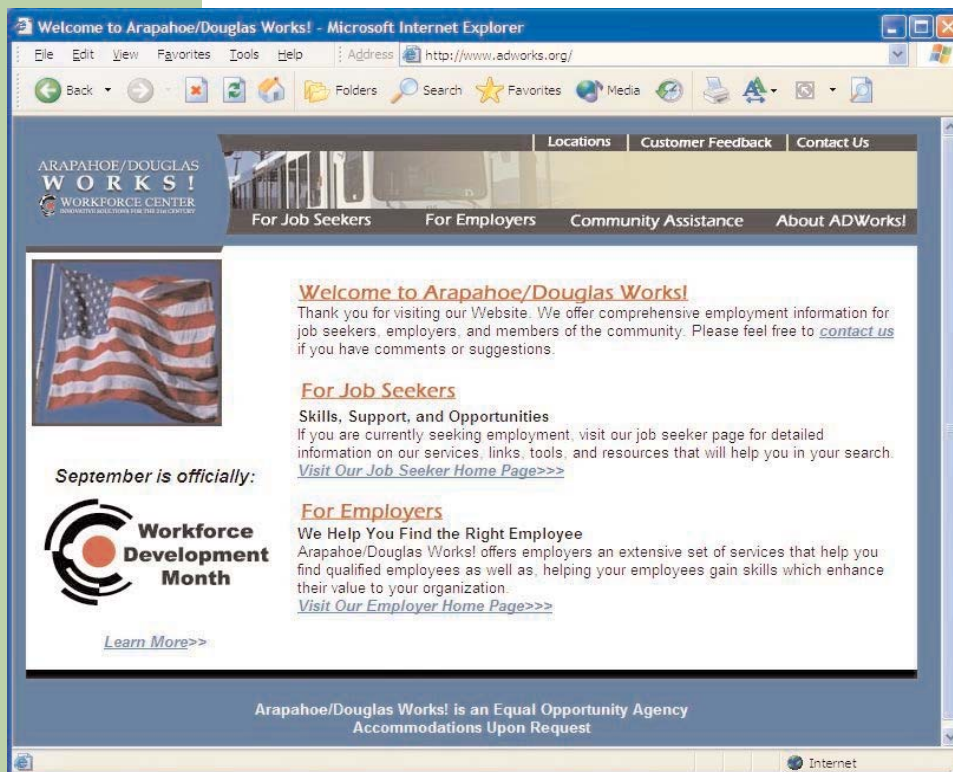
Leadership

- **Region**
 - Senior management has had a working interest in applying continuous improvement techniques to the organization for many years. During PY03 it was decided to apply for the Timberline Award through the Colorado Center for Performance Excellence. This has resulted in a site visit by CPEX examiners that will produce feedback for ADW to further assist with the organization's commitment to continuous improvement.
 - In August 2003, ADW's leadership introduced a Diversity Committee to create and advocate for an inclusive environment that appreciates, respects and values individual and group differences.
 - In PY03, ADW leadership introduced a Spirit Committee, which has played an integral role in building upon the organization's esprit d'corps through a variety of on and off-site events and activities.
- **Workforce Investment Board**
 - The Arapahoe/Douglas WIB once again hosted its annual Employer Award event. This was the 5th annual event held, and was attended by 184 people.
 - The Workforce Board hosted the first annual statewide Legislative Advocacy Event, joining the State Council and all other regions to examine the 2004 workforce development legislative agenda for economic development, community colleges, and Congress.
 - The Workforce Board hosted an annual GED Graduation Event at Englewood High School. Nearly 80 graduates participated in a cap and gown event, with over 300 family members and friends in attendance. Keynote speakers included Workforce Board members.
- **Youth Council**
 - The Arapahoe/Douglas Youth Council engaged in Strategic Planning during the third quarter of PY03. One of the biggest strategic goals for the Youth Council was recruitment.
 - As a result of the strategic planning, the Youth Council hosted an Aurora Chamber of Commerce before hours event at the ADW main office. As a result, one new private sector member has been added, and several more members are under consideration.

Formula For Success

Awards and Recognitions

- **Local Recognition**
 - We were notified we would receive a site visit from the Colorado Center for Performance Excellence after applying for the Timberline level award
- **State Awards**
 - Creative Solutions to Workforce Issues and Implementation of the Workforce Investment Act
 - The AD WORKS! fiscal unit received the “Heart of the System” award at the 2004 Rocky Mountain Workforce Development Association Conference
- **National Recognition**
 - In June 2003, the region was identified as an exemplary workforce center in the US General Accounting Office Report 03-725.



WORKFORCE BOULDER COUNTY

REGIONAL PROFILE

Labor Market and Economic Conditions

The Boulder Workforce Region serves the people of Boulder County in such diverse environments as a major urban center, the state's largest university, and a strong agricultural community. Over 15,000 Boulder County individuals requested services between July 1, 2003 and June 30, 2004, a decrease of 15% from requests in the same period 2002-2003. During the economic boom of the 1990s, Boulder County witnessed major growth in the software and information technology, energy, and data security sectors. During the past three years, there has been a shakeout in the technology sector, sharp declines in the manufacturing sector, and a shrinking of opportunities in the nonresidential construction sector.

A recent study released by Colorado's economic community and prepared by University of Colorado's Leeds School of Business has identified the following long-term growth opportunities for the state: telecommunications, manufacturing, bioscience and nanotechnology. Boulder County hosts half of the state's biotech companies and about half of the state's jobs in scientific and research agencies. Boulder County's top sectors for both employment and production are computer services and data processing services.

Total unemployed individuals in the Boulder-Longmont area in June 2003 reached 8,444 for a 4.8% unemployment rate, as compared to the state's unemployment rate of 5.2%. In the Fall of 2003, the Denver Metro Job Vacancy Survey (JVS) reported estimated number of vacancies at 16,300. This represents 5,100 more vacancies than in the Fall of 2002; however, still less than the 2001 total of 26,400 and the 2000 total of 35,000.

The Longmont area saw a net increase of 26 primary jobs, the first net increase since 2003. Of the cluster of 36 industries represented in the Longmont area, 14 experienced a net job increase in 2003, with very sizeable increases in computer and software industries. The gain is significant after a decrease of 2,116 in 2002 and a decrease of 1,058 during 2001.



A recent study has identified the following long-term growth opportunities for the state:

- *telecommunications*
- *manufacturing*
- *bioscience, and*
- *nanotechnology*

Boulder County hosts half of the state's biotech companies and about half of the state's jobs in scientific and research agencies.

CHALLENGES FACING WfBC IN PY03

- An increase in total number of customers requesting services
- An increase in the number of older workers requesting services
- A lack of employment and career development opportunities for youth
- Limited services for monolingual Spanish speakers
- Limited services for individuals with disabilities
- Employer needs for broader, regional partnerships.

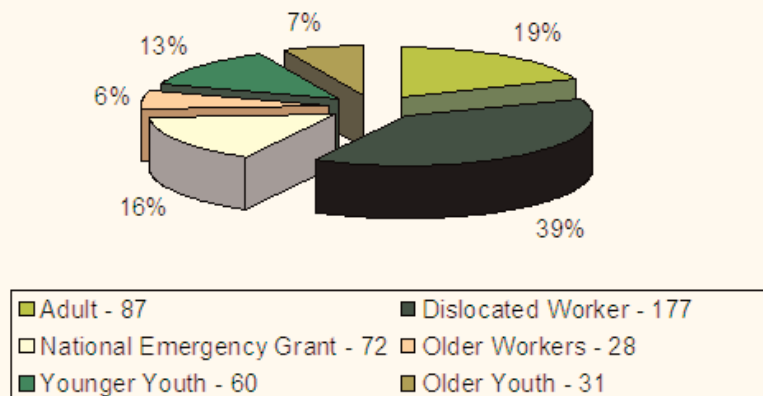
One-Stop Services

Workforce Boulder County (WfBC) provides a comprehensive and integrated one-stop system at two convenient locations in Boulder County, 2905 Center Green Court Suite B in Boulder, and 1500 Kansas Avenue Suite 4D in Longmont. Job seekers have access to resource centers, learning labs, and job search, case management and occupational training assistance from the Employee Specialist Team. The team provides desk-level assessment, provides labor market information, does file searches for jobs, and manages the resource center.

During PY03, WfBC addressed the following challenges:

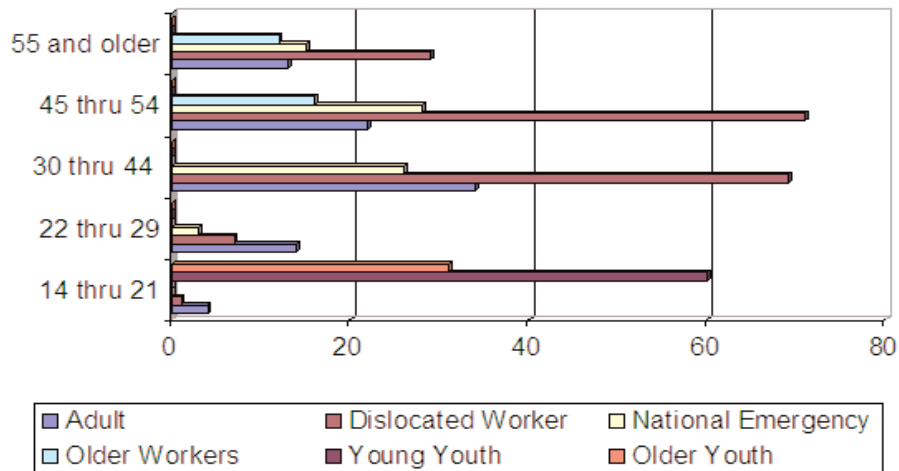
- An increase in total number of customers requesting services
- An increase in the number of older workers requesting services
- A lack of employment and career development opportunities for youth
- Limited services for monolingual Spanish speakers
- Limited services for individuals with disabilities
- Employer needs for broader, regional partnerships.

WfBC - WIA PY 2003
Total Served 455



WfBC - WIA Age Breakout PY 2003

(8/10/2004)



The following system enhancements implemented during PY2003 assisted WfBC in meeting these challenges:

- WfBC has established an Employer Services Team to concentrate on the demand side of labor exchange, i.e. the employers. The team serves employers throughout Boulder County, taking job orders, doing file searches for potential applicants, organizing job fairs, providing complete internships and on-the-job training contracts, and developing customized training programs to address workforce skill shortages.
- Expansion of Resource Centers – In the Boulder Office, the Resource Center was doubled in size, adding nine additional computers for a total of nineteen. The Longmont Center was renovated and eight computers were added for a total of seventeen. Both offices now include ADA computers.
- Expansion of the Career Development Labs (CDLs) and Self Development Labs (SDLs). CDLs are one- to three-hour facilitated workshops in career assessment, resume writing, and Internet job search. SDLs offer self-directed and self-paced Microsoft Word, Excel, Power Point, and Access Database tutorials. Also available are self-paced preparation for GED/Workplace Literacy Certification. These labs already used in Boulder were added to the Longmont location.
- Implementation of Certification of Solaris Training – Individuals who complete the Solaris training now receive up to twelve college credits transferable to any Colorado college.

PARTNERSHIPS

Northern Front Range Health Care Partnership - WfBC has formed a partnership with Front Range Community College (FRCC), Adams County and Larimer County Workforce offices to develop a Northern Front Range Health Care initiative. Meetings have been held between the partnership and representatives from hospitals and health care providers that are members of Front Range Community College's Health Care Advisory Committee. The committee has identified three training area needs: 1) Career ladder training for Bilingual health care workers; 2) Career ladder training for LPNs and RNs through classroom and clinical instructors; and 3) On-site health care training during night shift hours. Services addressing these needs will be implemented in PY2004.

Bilingual Services - In 2002, the Longmont City Council invited the entire Longmont community to come together to understand the issues outlined in the Latino Assessment Report and to create a community-wide strategic plan to address issues significant to the Longmont Latino community. WfBC worked with the City of Longmont Multicultural Task Force's Economic Committee, Front Range Community College, and the Longmont Chamber of Commerce to identify a need to expand employment services to the monolingual Spanish speakers in Boulder County. WfBC hired a bilingual staffperson to develop core and intensive services to address monolingual job seeker needs, and to develop programs to meet the training and employment needs of employers.

College Prep – WfBC, Adams County Workforce, Front Range Community College, Adams County Twelve Star Schools, and the St. Vrain Valley School District have entered into a partnership to provide intensive academic, career awareness, personal development and college preparatory services to 40 youth who face significant barriers to high school graduation and to subsequent post-secondary enrollment.

PERFORMANCE

WfBC surpassed all performance standards except the Adult Program Entered Employment Rate, and the 6 Month Retention Rate and 6 Month Earnings Change/Replacement Rate for the Dislocated Worker program.

The Adult Entered Employment Rate was low due to a tight labor market where employers have a larger pool of qualified applicants to choose from. Clients in the Adult Program typically have less education and work history than clients enrolled in the Dislocated Worker Program.

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Standards - Adults	Benchmark	Actual	Percent
Entered Employment Rate	73.1%	71.05%	97.2%
Credential/Employment Rate	60%	66.67%	111.1%
6 Mo Retention Rate	79%	82.86%	104.9%
6 Mo Earnings Change	\$2300	\$3123	132.9%

The Dislocated Worker 6 Month Retention Rate was very close to the benchmark, missing it by only 0.13 percent. The 6 Month Earnings Change/Replacement Rate was low because dislocated worker starting salaries are significantly lower than the salaries these individuals were receiving at time of layoff. The majority of dislocated workers previously drew salaries in the middle to upper pay range of their job classification but are now being hired in the entry-level range. This is due to both over-supply of workers and salary amount correction caused by the recession.

Standards - Dislocated Workers	Benchmark	Actual	Percent
Entered Employment Rate	82%	85.71%	104.5%
Credential/Employment Rate	62%	77.59%	125.1%
6 Mo Retention Rate	90%	89.87%	99.9%
6 Mo Earnings Replacement Rate	82%	71.18%	86.8%

Standards - Older Youth	Benchmark	Actual	Percent
Entered Employment Rate	68%	100%	147.1%
Credential/Employment Rate	45.5%	50%	109.9%
6 Mo Retention Rate	69%	100%	144.9%
6 Mo Earnings Change	\$2350	\$7900	336.2%

Standards - Younger Youth	Benchmark	Actual	Percent
Youth Diploma or Equivalent	50%	66.67%	133.3%
Skill Attainment Rate	81%	90.91%	112.2%
6 Mo Retention Rate	60%	100%	166.7%

Standards - All WIA Programs	Benchmark	Actual	Percent
Satisfaction - Employers	79%	79.7%	101.1%
Satisfaction - Job Seekers	77%	82%	106.5%

SUCCESS STORIES

"I wanted to let you know that I am now working at Hunter-Douglas in Broomfield as a staff engineer – DBA in support of their AP/Informix/Solaris platforms. I actually started at the end of December, before Christmas. It was a great holiday because I had been seeking work with Hunter since April 2003. This job is close to ideal because it is doing a lot of the same tasks that I performed at Lucent. It's still tough out there and I am very grateful to have found the position I have. (Continued ...)

(Continued...)

It takes awhile, but persistence and networking do get rewarded."

"Until I read the newspaper advertisement for the Solaris Training, I had no "real" idea of the services that were available to me in my job search from WFBC. I had wrongly assumed that this was just another hoop to jump through for the unemployment office to be able to receive UI benefits. I don't know how you can improve getting the word out to the public

(Continued...)

Innovative Projects

Boulder County Summer Employment & Enterprise Development (SEED) Project. Workforce Boulder County's Youth Council has determined that the preparedness of youth to be productive in a business setting is far short of employer expectations. The following plan to increase employment opportunities for youth was put forward: (1) Develop partnerships with businesses in emerging industry sectors; (2) Create and develop employment opportunities for youth with our business partners; and (3) Develop and deliver specialized work preparedness training for youth. Implementation of this plan will begin in PY2004.

Transition, Transform, Transcend: Careers After 50 - In this workshop, the challenges and benefits of the 50+ experience as it relates to attitudes and expectations in the workplace were explored. Participants learned about the "Make or Break Attitude" and explored how to confront difficult job situations unique to persons over 50. *Networking Presentations* were provided at monthly meetings for 50+ clients. The networking presentations showcased speakers from area employers and organizations, offered information about interesting job search topics and provided networking opportunities.

EMPOWERMENT

Leadership in the Community

Cornerstone Awards Luncheon – Boulder County Workforce Development Board, with Amgen and Holland & Hart, sponsored the Longmont Area Economic Council Cornerstone Awards Luncheon. The luncheon honored the success of primary employers who have expanded their operations in the Longmont Area.

Career Fair – The Daily Camera, Boulder Area Human Resource Association, and Boulder County Workforce Development Board sponsored a Career Fair in May 2004 at the Omin Interlocken Resort. Over 50 businesses and educational entities exhibited and over 1,000 job seekers attended.

Youth Summit - In February, 2004, WfBC and its Youth Council sponsored a Youth Summit, presenting career exploration, job readiness workshops and job shadowing opportunities to 100+ youth who attended. During the month of April, 2004, WfBC hosted a breakfast for 35 employers, most of whom had participated in the Youth Summit.

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Employer Breakfast - During the month of April 2004, WfBC hosted a breakfast for 35 employers, most of whom had participated in the Youth Summit. The purpose of this event was the development of the Boulder County SEED Project.

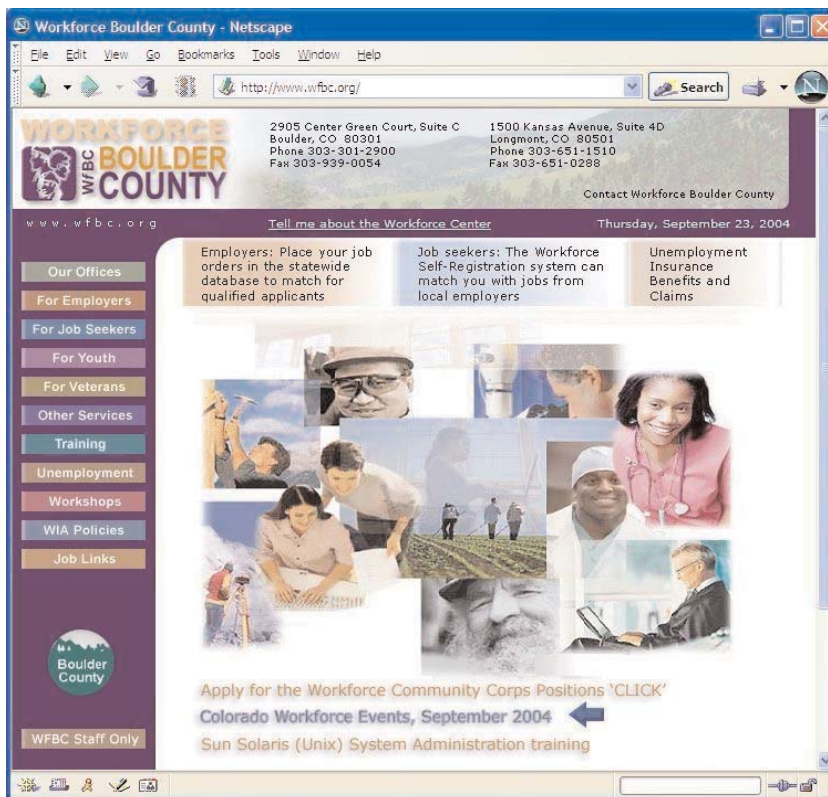
Leadership within Workforce Boulder County

Continuous Improvement Management System (CIMS) - As part of WfBC's continuous improvement initiative, we are doing process mapping of the services and procedures of our Employer Services Unit. The process mapping will identify services we currently offer, find gaps in those services, and explore potential new services for employers. WfBC is also identifying business and industry sectors that can be targeted by the Employer Services Unit.

Staff Development - Boulder County has instituted mandatory supervisory training for all managers. The training covers personnel selection, performance standards, appraisals, positive discipline, supervisory styles, communication skills, progressive discipline, and culturally sensitive and effective management. Two staff attended the County's Public Service Institute (PSI) training, whose mission is to develop management and leadership skills of County employees.

(Continued...)

about all that you do, but that newspaper ad sure caught my attention. I certainly will tell everyone I know to get over to WFBC the minute they have need for employment." P.A.



AWARDS

WfBC staff Judy Willis and Dahlia Smith received a "Best Practice" recognition award at the Colorado's Best Practices Symposium for the "Make or Break Attitude" video. The video is directed towards clients who are over 50 and focuses on improving job interview techniques. People at the symposium enjoyed the video.

DENVER MAYOR'S OFFICE OF WORKFORCE DEVELOPMENT

REGIONAL PROFILE

The Denver Mayor's Office of Workforce Development administers workforce investment programs for the City and County of Denver, a region with a 2003 population estimated by the U.S. Census to be approximately 545,000. While Denver's population of 545,000 comprises a little more than 20% of the total Denver metro area population, the 417,000 jobs in Denver represent about one-third of the 1.3 million jobs in the metro area. And, of the 291,000 Denver residents holding jobs, about 105,000 or 36% work outside of the City boundaries. There are about 20,000 unemployed Denver residents, corresponding to an unemployment rate of about 6.4% of the current total labor force. These figures underscore the closely connected and interdependent regional nature of the Denver metro area economy.

The following tables highlight some other key demographic information

Denver Demographics - 2003	
49%	Female residents
51%	Male residents
33.4	Median age
240,000	Households in Denver
26%	Population speaking language other than English at home
15%	Less than high school diploma
22%	High school diploma or equivalency
41%	Bachelors/Graduate degree
12%	People reporting a disability
13%	Overall poverty rate
US Census Bureau, American Community Survey, 2003	

for Denver in 2003:

Ethnicity		
U.S. Census Demographic Classification	Percentage in Denver County Population	Percentage MOWD Customers
White, not of Hispanic/Latino origin	48.6	39.5
Black or African-American	11	21.4
Hispanic or Latino origin	35.2	33.4
Asian	3.3	2.1
American Indian and Alaska Native	0.7	2.8
Other	1.2	0.4
Total	100	100
American Community Survey, 2003 Denver WFC Volume Report for PY03 Denver MOWD customers.		



While Denver's population of 545,000 comprises a little more than 20% of the total Denver metro area population, the 417,000 jobs in Denver represent about one-third of the 1.3 million jobs in the metro area.

Formula For Success

For the employed population 16 years and older, the leading industries in 2003 in Denver were Educational, health and social services (18%), and Professional and business services (16%). Denver's diverse industry base is detailed in the following table and compared to similar percentages in the Denver metro area.

Employment by Industry		
Type of Industry	Percentage in Denver County	Percentage in Metro Area
Agriculture, forestry, fishing and hunting, and mining	0	2.4
Construction	10	6.7
Manufacturing	5	7.1
Wholesale trade	4	5.3
Retail trade	11	10.4
Transportation and warehousing, and utilities	4	3.7
Information	5	5
Finance, insurance, real estate, and rental & leasing	9	7.9
Professional and business services	16	14.5
Educational, health, and social services	18	10
Leisure and hospitality	9	9.8
Other services (except public administration)	5	3.1
Public administration	5	14.6
Total (*may not equal 100% due to rounding)	100*	100.0*
American Community Survey, 2003 for Denver County CDLE Denver Metro JVS Spring 2004 for metro area.		

Metro Job Vacancies	
Season/Year	Vacancies
Spring 2002	24,200
Fall 2002	11,200
Spring 2003	14,500
Fall 2003	16,300
Spring 2004	16,600
CDLE Denver Metro JVS, Spring 2004	

During Program Year 2003 (PY03), Denver County and the metro area as a whole have seen a slight growth in number of jobs; for Denver the increase was about 2.8%. Job vacancies in the metro area have increased about 14% over what they were a year ago, from 14,500 in Spring 2003 to 16,600 in Spring 2004. This is a net gain of about 2,100 job vacancies.

Unemployment rates during this same period (July 1, 2003 through June 30, 2004) have remained high but have trended slowly downward, moving from the mid-7% to the mid-6% level. According to the Colorado Department of Labor and Employment, the Denver unemployment rate for June 2004 was 6.3% compared to 7.7% for June 2003. The total labor force has grown by 4,080 (or 1.3%), the number of unemployed has dropped by 3,800 (or 16%), and the number of employed persons has increased by 7,900 (or 2.8%).

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Because of the continuing weak regional economy, the number of visits to Denver's six workforce centers has increased by 18.4% over those in PY02. Generally, before September 11, 2001, the Denver workforce centers saw 5,000 to 6,000 customers per month. Shortly after September 11, the average traffic at the workforce centers almost doubled to 10,000 to 12,000 visits per month. For most of PY03, the average has been 12,000 to 15,000 visits per month.

The Denver Workforce Region operates a decentralized workforce system with integrated service delivery provided through each of its workforce centers. Workforce development is administered through six workforce centers located in strategic geographical sections of the City and County of Denver. Five of the centers provide comprehensive workforce development services, while one center is focused on youth services. Both in-school and out-of-school youth are served. Most of Denver's youth services, and all of Denver's WIA youth services, are targeted to low-income, at-risk youth. The six Denver workforce centers served more than 155,000 job seekers during PY03.

The Denver Workforce Region contracts with more than 31 partners that include community and faith-based organizations as well as the community college and other educational organizations. These organizations provide an array of intensive and training services for adults, and older youth in addition to the core and intensive services offered through the region's workforce centers. The Denver region has contracted with three partners in PY03 to provide required WIA mandated services for youth.



The MOWD Operations Division continues to improve its services for people with disabilities. Six specialists work out of the Denver workforce centers serving customers needing additional assistance. These include the Consumer Navigator whose role is to assist people to access the services and programs available through the one-stop workforce center system; two Social Security Benefits Planners who provide customers specific information concerning how much income they may earn before having a negative impact on their Social Security benefits; and the Project PINE case manager who assists people with certified disabilities find employment or develops appropriate employment opportunities to match their skills and interests. These services are funded primarily via the state Project Training Resources Assistance Information Network

JOB SEEKER VISITS

From July 2003 through June 2004, Denver saw an average monthly visitor count of 12,927 with a high of 15,156 in March. The average monthly visits for this program year is approximately double that of last year.

AGENCIES MERGED INTO THE OFFICE OF ECONOMIC DEVELOPMENT

- Mayor's Office of Economic Development and International Trade (MOED/IT)
- Mayor's Office of Workforce Development (MOWD)
- Mayor's Office of Contract Compliance (MOCC)
- Housing and Neighborhood Development Services (HANDS)

(Project TRAIN) grant with the contract being administered through a Memorandum of Understanding with Cerebral Palsy of Colorado. Another MOWD partner, the Colorado Division of Vocational Rehabilitation, also has two counselors located on a part time basis at the Westside Workforce Center to improve access for those services.

Workforce and Economic Development Integration: Denver recognizes that an educated workforce is necessary if the City's businesses are to be competitive in a global economy. Although Colorado's quality of life and natural beauty have allowed the City in the past to attract some of the most educated workers, Denver's home-grown workforce has not fared as well. Denver is determined to engage the workforce system, economic development and education to ensure that all are working together to create a skilled workforce that is responsive to the needs of business. The new administration of Mayor Hickenlooper has taken significant steps in PY03 in the process of consolidating and reorganizing the following four City agencies into the Office of Economic Development. Each of the four agencies will now become divisions in the Office of Economic Development.

- Mayor's Office of Economic Development and International Trade (MOED/IT)
- Mayor's Office of Workforce Development (MOWD)
- Mayor's Office of Contract Compliance (MOCC)
- Housing and Neighborhood Development Services (HANDS)

Mayor Hickenlooper signed an Executive Order in Summer 2004 creating this newly integrated office.

PARTNERSHIPS

Services to Individuals with Limited English Proficiency

Because of the influx of immigrants into Denver in the last decade, providing services to individuals with limited English proficiency continues to be a challenge to the workforce system. MOWD provides services to the Spanish-language population at the workforce centers; however, the demand continues to grow. Denver partners with Rocky Mountain SER to expand the scope of these services. Through the TAG program, MOWD also partners with organizations serving refugees and immigrants to expand our reach to other individuals with limited English skills.

TANF Partnership

Denver's partnership with the TANF agency helps in overcoming the challenge of serving the hardest-to-serve. The agency contributes to the funding of the infrastructure of the workforce system. At the same time, MOWD lends its expertise and employer contacts to serving TANF participants and working poor families into high-demand occupations.

Counseling Services

MOWD's partnership with the Community College of Denver through the QuickStart program helps Denver address the challenge of providing professional career counseling services to individuals seeking training.

Employer Matching Funds

Through MOWD's partnerships with the employer community, the agency has been able to expand the amount of funds available to train individuals for high-demand occupations by requiring matching funds from employers.

Stapleton Redevelopment Project

In partnership with Forest City, the developer for Stapleton, over 650 individuals referred by Denver's workforce system were hired by businesses in the Stapleton area, the largest urban development project in the country.

Health Care Initiatives

- **HCA Accelerated Nursing Program:** The Denver Workforce Region, in partnership with local HCA hospitals and the US Department of Labor, trained 32 RNs through the Community College of Denver (CCD). The pilot program helped expand the capacity of the local community college to deliver an accelerated nursing curriculum.
- **CNA Training Program:** Through a partnership with Denver Human Services (DHS), Emily Griffith Opportunity Schools and CWEE, Denver trained about 30 individuals moving from welfare to work as CNAs and placed the students at nursing homes and hospitals.
- **Essential Skills Medical Training Programs:** Through a partnership with DHS and CCD, 25 TANF participants were trained as pharmacy aides and 12 began to train as phlebotomists.
- **CNA Practicum:** Designed to raise the passing rate in the manual portion of the CNA test, a practicum was initiated by the MOWD in January of 2003, and turned over to the Black Nurses' Association in November of 2003.
- **Recruitment for Hospitals:** Job orders from eight hospitals are input weekly into the JobLink database. Business Specialists do special recruitments, as needed.
- **Career ladders for Food Service, Housekeeping and Other Entry-Level Hospital Workers:** ESL, GED preparation, medical terminology, computer training, Certified Nursing Assistant training and licensing were provided on-site, through the Community College of Denver, at two hospitals.

HEALTH CARE INITIATIVES

- HCA Accelerated Nursing Program
- CNA Training Program
- Essential Skill Medical Training Programs
- CNA Practicum
- Recruitment for Hospitals
- Career Ladders for Food Service, Housekeeping and Other Entry Level Hospital Workers
- IV Certification for LPNs
- Certified Nursing Assistant to Licenced Practical Nurse Training
- Medical Assistant to Licenced Practical Nurse Training

Formula For Success



- **IV Certification for LPNs:** Twenty four LPNs at one local hospital received training leading to certification and increased their salaries by \$1,500 per year.
- **Certified Nursing Assistant to Licensed Practical Nurse Training:** This training is being provided at two hospitals and seven nursing homes.
- **Medical Assistant to Licensed Practical Nurse Training:** This training is being provided at Kaiser Permanente.

On-Site Customer Service and ESL Classes

Classes are being provided to 90 individuals working at Denver International Airport. Coaching, mentoring and cultural diversity classes for managers are also being offered.



Entrepreneurship training

In partnership with the SBA, Mi Casa Resource Center for Women and the Small Business Development Center, entrepreneurial classes are currently being offered to 27 dislocated workers interested in starting their own businesses. Denver is on track to provide this training to 90 individuals during the next program year.

Youth Partnership for Summer Jobs

MOWD and 17 youth community organizations initiated a partnership in Spring 2004 to improve the summer youth employment process for Denver area

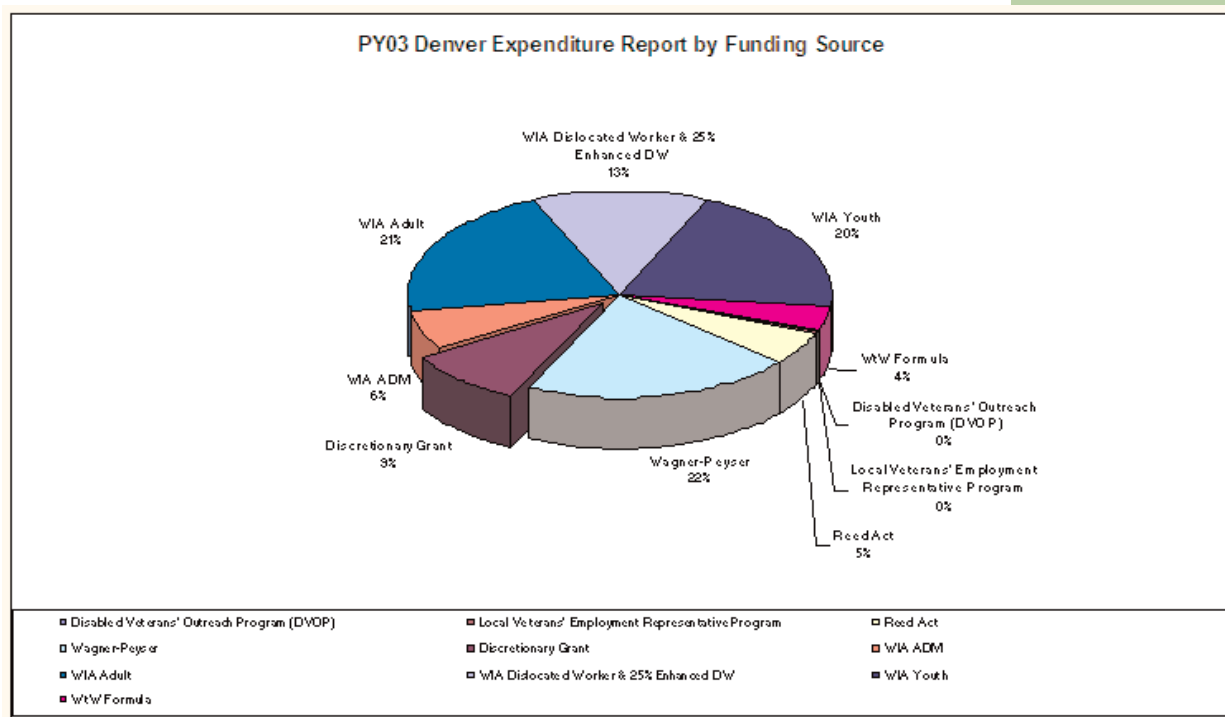
youth and employers. The East Campus Youth Workforce Center was the central point of contact for youth, referring agencies and employers in the Denver area seeking summer employment information. Partnering organizations listed their summer jobs through the MOWD Youth Workforce Center and encouraged youth and private employers to in the metro area to utilize the Youth Workforce Center's employment services. Youth staffed a summer jobs phone bank, pre-screened callers and made appropriate referrals.

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The 2004 Summer Youth Program was also a good example of a partnership effort involving MOWD, Curtis Park Community Center, Denver Area Youth Services (DAYS) and Servicios de La Raza. The program was also unique in that it operating under three different funding sources: TANF, WIA and GY2K. Three hundred TANF youth, 20% of which were teen parents, participated in this year's program. All youth were TABE tested to better pursue follow up. For the first time, an intense two week tutorial was offered in math, reading and writing skills. Many of the employers of the TANF youth commented they truly enjoyed the youth and found them to be very enthusiastic.

Checking and Savings Accounts Initiative

In July 2003 MOWD initiated a partnership with local banks that provided bankers at the Downtown and Westside workforce centers to assist MOWD customers quickly and easily in opening bank accounts as a way to reduce high check-cashing charges forced on people who don't have banking accounts.



Faith-Based Initiative

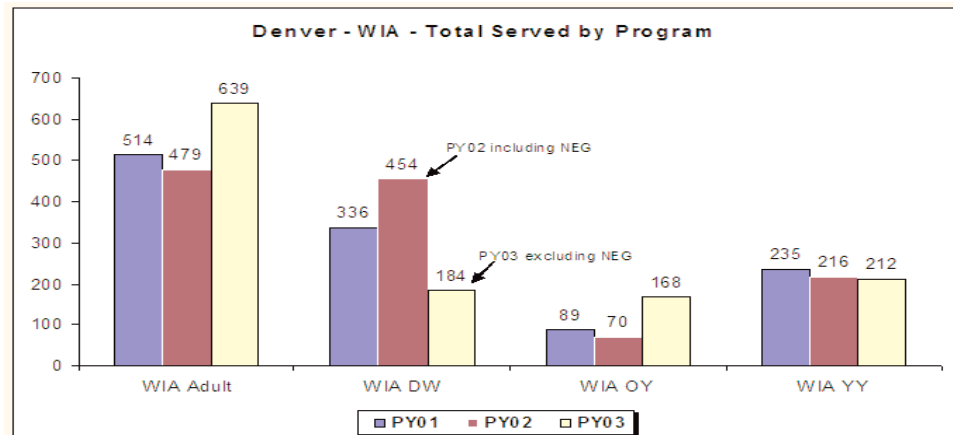
The Denver WIB submitted a winning proposal to the US Department of Labor for a faith-based initiative grant and was awarded \$500,000 to fund its proposed FaithWorks! Project. In planning the program, MOWD identified two organizations that would serve as intermediaries to churches and faith-based community organizations that would receive small sub-

Formula For Success

Exceptional Outcomes in PY 2003:

- 32 Incumbent workers at Exempla received training.
- 97 workers at Denver Health received training.
- 32 Individuals from Kaiser Permanente began training from MA to LPN.
- 57 individuals from local nursing homes received training leading to certification as LPN's.
- 41 workers at Denver Health and Exempla began the CNA to LPN program

grants. Partnering with MOWD in this initiative are the Denver Black Church Initiative and the Westside Ministry Alliance. These two intermediaries will work closely with MOWD staff to implement FaithWorks! and develop new faith-based partnerships throughout East and West Denver.



PERFORMANCE

Innovative Projects with Exceptional Outcomes

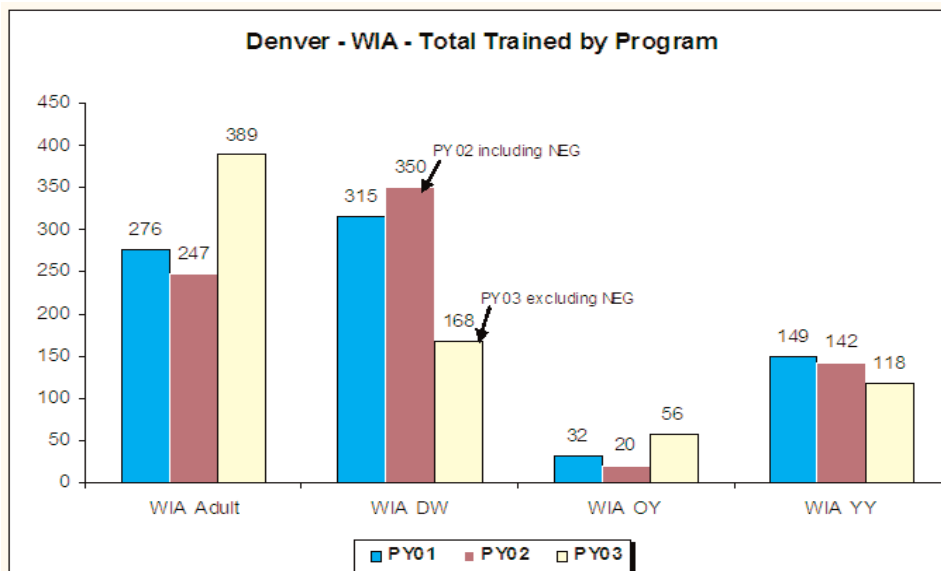
- **32 incumbent workers** at Exempla received the following training: GED, Medical ESL; Career Ladders for Housekeeping, Food Service Employees to CNA; and, Computer Training.
- **97 workers at Denver Health** received the following training: Adult Literacy, ESL, Licensed Practical Nurse IV Certification, Radiology Tech Program, pre-requisite classes for Professional Healthcare Careers, Keyboarding, Intro to PC/Windows, Microsoft Word and Excel.
- **57 individuals in the following nursing homes** received training that will lead to certification as LPNs: Hallmark, TLC Adult Care, Arkansas Manor, Berkley Manor, Shalom and Briarwood.
- **National Emergency Grant (NEG):** This \$1.2 million grant to MOWD was awarded in response to the decline of local industries in light of the terrorist attacks of September 11, 2001, and the subsequent economic downturn along the Colorado Front Range. The grant provides for needed occupational skills training, job search activities and support services to dislocated workers in local industries such as hotels/hospitality, airlines/travel and tourism. Start date for the grant was April 1, 2002, with an extended end date of December 31, 2004. About \$612,000 was expended in PY02 for

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services to 244 individuals, of which 195 were in training programs. All PY03 grant funds totaling about \$588,000 have been obligated to provide training for an additional 70 people.

- **Increased Assessment Capacity:** MOWD has increased its capacity to assess customers through the use of the computerized Employment Readiness Scale (ERS). This new tool for PY03 determines a customer's level of job readiness. The ERS is an internet-based assessment tool that is readily available anywhere there is internet connection. The assessment only takes 20-25 minutes to complete and is offered in both Spanish and English. The assessment is automatically scored and printouts are readily available. The ERS looks at five factors that measure a customer's employability potential. In addition, it measures four factors used to determine how the customer copes with challenges. The final evaluation measures the level of personal challenges the customer is currently facing.

The ERS is an internet-based assessment tool that is readily available anywhere there is internet connection.



- **Monolingual Spanish Training Grant:** This Unemployment Insurance Reemployment Grant of almost \$58,000 was given to MOWD as a WIA discretionary grant. The goal was to create a monolingual Spanish speaking workshop series parallel to MOWD's other weekly workshops and enroll 200 monolingual Spanish speakers or those with poor English speaking ability for this service. MOWD exceeded this goal by 33%, with 266 customers enrolled by the end of PY03. A trainer was specifically hired for this purpose, and went out in the field to promote the program to various community based organizations. Promotional materials were produced in Spanish and basic case management was provided by various bilingual MOWD staff.



EMPOWERMENT

Workforce Investment Board Strategic Planning Process

The Denver Workforce Development Board initiated a strategic planning process in Spring 2004. An RFQ was released and the Board received three responses. After reviewing the responses and conducting an interview with each responder, the Board selected Policy Studies, Inc., a local consulting firm, to assist them in the process of developing a strategic plan. The first step was a half day retreat at Cableland in Denver where the Board and the consultant laid the initial groundwork for the plan. Strategic planning activities that will occur in the next program year, and to be completed by October 1, 2004 are four focus groups, individual interviews, best practices research, and the review and adoption of a local strategic plan.

Continuous Improvement Management System (CIMS)

MOWD has participated in the CIMS project with the Colorado Office of Workforce Development. During this program year Denver completed its Year 4 Implementation Plan and submitted accomplishments from it in an Executive Summary format to COWD. MOWD also updated and submitted its CIMS Year 5 Implementation Plan at the same time

Integration into Office of Economic Development (OED)

Most of PY03 saw the gradual integration and consolidation of MOWD's workforce development system with the City's economic development system. By Summer 2004, MOWD and four other agencies moved their offices and began the process of consolidating staff and streamlining functions that would allow a better capacity building of the workforce and economic development system. The four agencies were consolidated into a new Office of Economic Development, the director of which reports directly to the Mayor. The four agencies being integrated were: Mayor's Office of Economic Development and International Trade (MOED/IT), Mayor's Office of Workforce Development (MOWD), Mayor's Office of Contract Compliance (MOCC), and Housing and Neighborhood Development Services (HANDS).

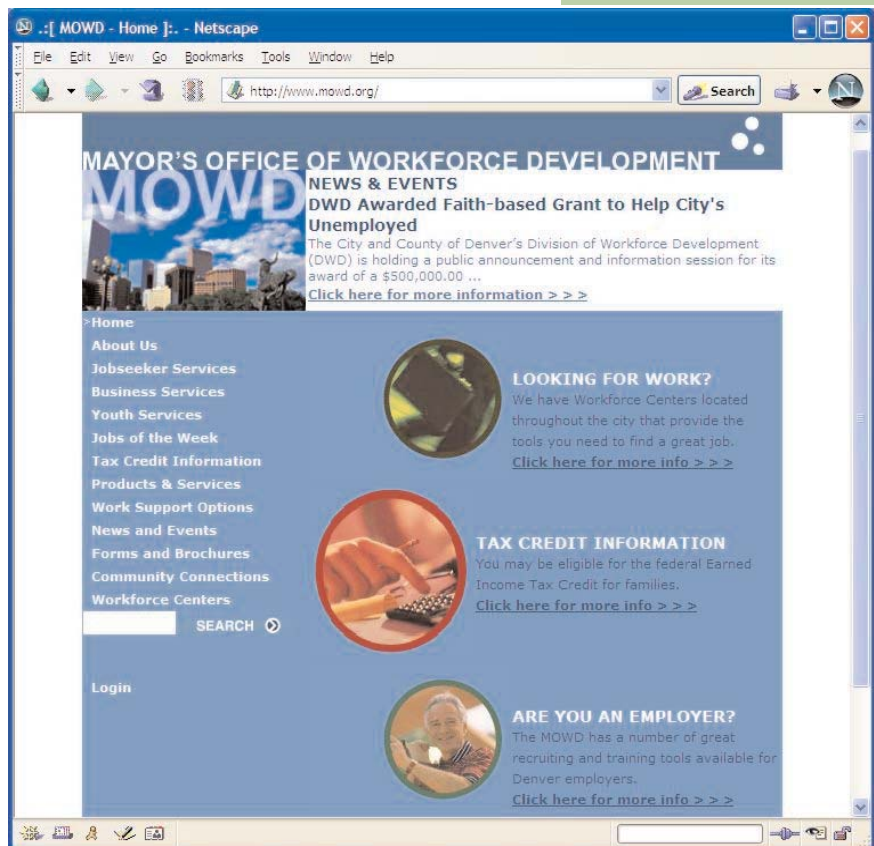
Awards and Recognitions

- **Award to the Denver Workforce Development Board** - from the Colorado Workforce Development Council, in recognition for creative solutions to workforce issues and implementation of the Workforce Investment Act, 2004.
- **Award to the Denver Mayor's Office of Workforce Development** - from the Colorado Workforce Development Council, in recognition for creative solutions to workforce issues and implementation of the Workforce Investment Act, 2004.

Most of PY03 saw the gradual integration and consolidation of MOWD's workforce development system with the City's economic development system.

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- **Certificate of Appreciation to the Denver Mayor's Office of Workforce Development** - from the Urban League of Metropolitan Denver, Inc., for sponsorship in the 26th Annual Adult Career Fair, March 17, 2004.
- **Courage Award to Michelle Chorens**, MOWD Career Track Coordinator at the Westside Workforce Center - from Family Star Headstart, for contributions and dedication to Fatherhood issues, July 2003.
- **Recognition to Michelle Chorens**, MOWD Career Track Coordinator at the Westside Workforce Center - from the Fatherhood Coalition of Metro Denver, for leadership, commitment, involvement and advocacy, August 2003.
- **Certificate of Appreciation to Jeff Stawicki**, MOWD Contract Specialist, from Denver Mayor John W. Hickenlooper - for recognition of advisement and support to the "Say it Loud, I'm Registered and Proud" 2004 Voter Outreach Campaign for the City and County of Denver, 2004.
- **Heart of the System Award to all MOWD staff** - from the Rocky Mountain Workforce Development Association, for providing excellent customer service, June 3, 2004.
- **Honor "Mile High" Legend Unsung Hero Award to Jerry Duran**, MOWD Youth Job Services Coordinator - from Denver Mayor Wellington E. Webb and First Lady Wilma J. Webb, for outstanding commitment, hard work and dedication to the Mile High City of Denver, Colorado, and as a person who represents those individuals who have made Denver a better place, July 15, 2003.





REGIONAL PROFILE

According to the U.S. Census Bureau and Colorado Department of Labor and Employment's Job Vacancy Survey, winter 2004, the Pikes Peak Region, including El Paso and Teller counties, is home to over 572,000 people. During the period of 2000 to 2003, El Paso County experienced a 6.0% and Teller County a 5.5% growth in population, following the trend experienced by the state. El Paso County shows a 2004 median household income of \$53,642 (2004 data). Teller County reflected a median household income of \$50,165, according to the 1999 figures for the 2000 U. S. census.

Information on the Pikes Peak Region obtained from the winter 2004 CDLE Job Vacancy Survey indicates a slight improvement in the local economy. Job vacancies increased from 1,353 in 2003 to 2,448, or 55% in 2004. Regional employment in winter 2003 was 274,266 and has increased to 278,585 in winter 2004. The number of unemployed individuals in the Region has decreased from 18,429 in winter 2003 to 16,651, or by 9% in winter 2004.

Employment Status		
PPWFC Applicants	PY 02	PY03
Unemployed	35,861	27,459
Employed	4,630	4,248
% employed at time of service	13%	15.40%

The chart above demonstrates that the jobless economic recovery in the Pikes Peak Region mirrors that being seen across the nation. A greater percentage of applicants in El Paso and Teller Counties are employed at the time that they seek services from the workforce center. Having been laid off from a higher wage positions, many of these customers have one or more low-wage jobs but are seeking a better job with more livable wages.

Based on ES-9002 reports, customer groups are remaining fairly stable from PY02 to PY03. PPWFC is seeing a slight, 1.12%, increase in the numbers of older workers seeking employment, a 2% increase in veteran applicants, and a very slight increase in youth. Customer groups are not changing, but our outreach efforts have changed.

Information on the Pikes Peak Region obtained from the winter 2004 CDLE Job Vacancy Survey indicates a slight improvement in the local economy.

Formula For Success

Gone are the days when computer science classes were held in large auditoriums to accommodate the number of eager young students enrolled in math and science degree paths. Across the country, enrollment in computer science programs has dropped sharply, down 23% from 2002 to 2003.

Gone are the days when computer science classes were held in large auditoriums to accommodate the number of eager young students enrolled in math and science degree paths. Across the country, enrollment in computer science programs has dropped sharply, down 23% from 2002 to 2003. Students are fleeing technology studies after watching programmers become unemployed or their jobs moved to India or Taiwan. The drop in enrollments is occurring just as predictions indicate that companies are preparing to hire large numbers of workers with computer science degrees. The U.S. Department of Labor is projecting the number of jobs for computer software engineers to grow by 46% between 2002 and 2012. According to an IBM executive, the country's ability to "create, invent, and innovate" depends on an educated workforce.

Comparison of Job Orders by Industry PY02 and PY03			
Industry	PY02 jobs	PY03 jobs	% Change
Manufacturing	253	596	58%
Retail Trade	155	355	56%
Healthcare - Social Asst.	147	178	17%
Accommodation - Food Svcs	479	700	32%
Transportation	161	205	21%
Construction	216	279	23%
Information	290	457	37%
Finance and Insurance	139	253	45%
Professional, Scientific and Personal Svcs	669	1,612	58%
Other Services	172	354	51%
Public Administration	208	426	51%
Administration	283	585	52%

Applicants / Enrollees - PY03		
PPWFC Applicants	PY03	PY02
Total Applicants Registered:	31,700	40,491
Received Staff-assisted Services:	18,550	33,058
Total Openings Received:	6,303	3,530

Technology Supports Group Orientation

In preparation for what Pikes Peak Workforce Center (PPWFC) saw as an economic slowdown and increasing numbers of dislocated workers, PPWFC moved from individual to group orientations in November 2001. Group orientations continued throughout program year 2002 and 2003. Customers telephoned or visited to schedule a seat in Orientation, usually within 24-hours of their request. Group Orientations are held in a 30-computer lab where customers learned to use E-Stop for self registration, plus view the Power Point presentation "Orientation to the One-stop." By February of 2003, PPWFC used the online registration feature of CDLE, rather than E-stop.

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The Orientation presentation is continually revised to reflect information updates and timely labor market information. The group Orientation has been well received by customers, as it accommodates busy job search schedules. Orientation has significantly increased the efficiency of the registration process. Some satellite offices use a CD-ROM version of the Orientation to allow UI and regular customers to register from an office that may be closer to home, rather than traveling to the main facility. One partner agency, the Pikes Peak Community Action Agency (PPCAA) uses the CD-ROM version to provide Wagner-Peyser/WIA Core Services orientation to PPCAA customers. In addition, orientation is available through the PPWFC website. In order to better plan for staffing needs as customer numbers fluctuate, the PPWFC moved to appointment-only or self-service activities and this continued throughout PY03.

Limited English Proficiency

PPWFC increased staff capacity to assist Spanish speakers through training provided by two PPWFC case managers, certified as Command Spanish instructors. Through lighthearted classes and interactive adult learning techniques, PPWFC staff learned to greet Spanish speakers, direct them throughout the main building, and schedule service appointments. In addition to the case managers, two resource room staff members can provide Wagner-Peyser and WIA program services to limited English speaking customers. The anticipated use of this training as a fee-for-service activity was not successful in PY03. Significant changes are under consideration to increase its potential for success in PY04.

Services to Veterans

The Pikes Peak Workforce Center (PPWFC) partnered with the Colorado Department of Labor and Employment (CDLE) Veteran's Employment and Training (VET) program staff, including two Local Veterans Employment Representatives (LVER) and six Disabled Veterans Outreach Program (DVOP) specialists. This team functions according to the United States Code (USC), Chapter 41, Job Counseling, Training, and Placement services for Veterans, and Public Law (PL) 107-288, Jobs for Veterans Act. LVER and DVOP staff provided a broad spectrum of employment and training services in the local Service Delivery Area (SDA) which extend throughout El Paso and Teller counties.

PPWFC has one of the largest veteran populations within the State of Colorado. According to the 2000 Census, over 62,000 veterans reside within El Paso and Teller counties. PPWFC provided services to 6,784 veterans during PY03, 23% of the total population of vets receiving One-stop services across Colorado (9002 Report).

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Formula For Success



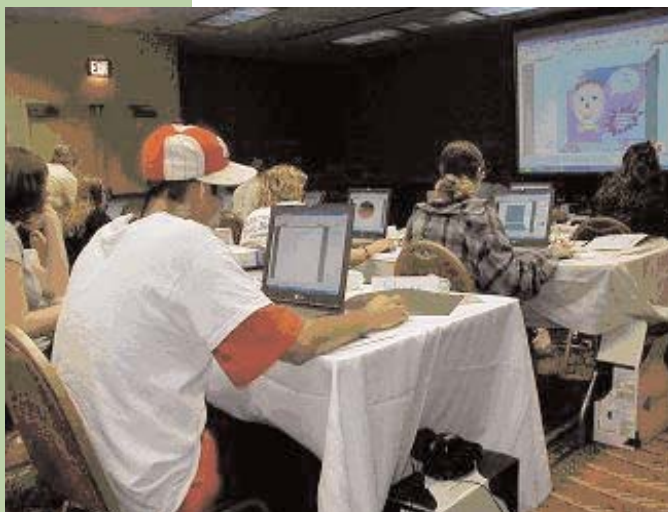
In PY03, the PPWFC Vet team established a State precedence in providing Workforce Investment Act (WIA) intensive services to Veterans.

Predominantly, WIA programs are serviced by Wagner Peyser staff throughout the State. However, this region asked VET staff to provide WIA services to enhance their full complement of intensive services to the Veteran. As a result, PPWFC has achieved or exceeded 100% of their WIA program goals and the majority of their State and Federal performance measures - an outstanding feat

by any measure. In addition, the Vet unit provides services for TAP programs, for TAA, Vet Week, and the Homeless Vet Stand-down.

Older Worker Services

During PY03, under the auspices of a WIA Older Dislocated Worker grant, the PPWFC partnered with numerous employers, businesses, and community-based organizations to provide assistance to older workers in El Paso and Teller counties. A series of informational workshops and fairs designed to increase awareness among potential employers of the older workers' value as a resource, while informing and preparing the workers to apply and compete for current job opportunities.



Youth Work Zone

The WIA Youth Program moved into a new facility called the Youth Work Zone, a youth-focused resource room and educational services computer lab, which opened in April, 2004. This 4,000-square-foot facility is located in downtown Colorado Springs, two blocks from the city's central bus terminal. A staff of eleven, or 5 Youth Workforce Development Specialists (YWDS), one Youth Program Coordinator, the Coordinator for the Governor's Summer Job Hunt, and 3

Colorado Youth Wins grant staff, are housed at "the Zone". The facility includes conference and small meeting rooms, a training lab, and a resource room. Receptionists are provided by volunteers from the American Association of Retired Persons - Senior Community Service Employment Program (AARP-SCSEP).

The Youth Work Zone is designed as a youth job search and resource center for young people in El Paso and Teller Counties. Due to the leveraging of partner in-kind resources, the Zone is able to provide services including resource room activities such as job search assistance classes and workshops on career exploration, resume writing, applying for college financial aid, managing personal finances and banking, employability skills, and others for “walk in” customers. Several community agencies have regular office hours at the Youth Work Zone and are working to provide their programs, or components of their programs, on site for all youth, which leverages WIA Youth funds in such a way that all walk-in youth may use the Zone services. Recently, PPWFC and Goodwill Industries reached an agreement for Goodwill to operate the resource room. Goodwill is responsible for helping youth customers with job searches, assessments, and resumes. They also organize information about community resources, workshops available, and monitor computer users.



WIA Youth Computer Camp

May 21 – 23, 2004, the WIA youth Computer Camp was held at the DoubleTree World Arena in Colorado Springs. Twenty WIA youth who had completed career assessments and maintained good progress toward goals were invited to participate in a weekend camp. They received top-notch training on how to use a computer and software programs with a special focus on using software programs to enhance opportunities for employment, such as the use of word processing to write a spectacular resume and using internet job search techniques.

Youth Job Fair

Governor's Summer Job Hunt and Youth Job Fair was held March 26, 2004, at the Sheraton Hotel in Colorado Springs. There were 1,023 young people in attendance to meet with the 55 employers. Greater outreach was conducted in schools with booths set up in cafeterias and elsewhere, staffed by WIA Youth Staff. The event was postponed from the week before due to inclement weather. Employers were less willing to hire young people less than 16 years of age due to economic conditions and the availability of an adult worker labor pool.

PARTNERSHIPS

Partner Integration

One significant change that took place very late in PY03 was that our co-located partner staff from Department of Human Services Transition Team and Colorado Childcare Connections moved to their own facilities at the El Paso County One-stop Building. Customers may still apply for DHS programs via application forms with the PPWFC receptionist.

School District #11 Adult Literacy Program continues to be an on-site and supportive “WIA-mandated” partner agency. D-11 provides a staff person to assist in the computer labs on Tuesday and Thursday evenings, freeing PPWFC staff for other assignments. In exchange for space, D-11 provides free slots for WIA enrollees in teacher-instructed computer classes.

PPWFC maintains an excellent relationship with Pikes Peak Community College, another “WIA-mandated” partner. PPWFC provides staff to assist students at the Career Development Center two days per week. PPCC has provided new “fast-track” courses for customers and PPCC provides an on-site career exploration workshop using the Discover program. PPCC President, Joseph Garcia, serves on the Pikes Peak Workforce Investment Board.

PPWFC continues the successful partnership with the Lorraine Community Center in Fountain, CO, where WIA program and the Military Spouse and Transition grant staff is located. An AARP-SCSEP volunteer provides reception services up to 20 hours per week.

PPWFC case managers are assigned as liaisons with local community-based organizations to increase cross-referrals. Some of the agencies include Pikes Peak Community Action Agency (Community Service Block Grant funds), Salvation Army, Partners in Housing, Ecumenical Social Ministries, Women’s Resource Agency, Department of Human Services, Goodwill Industries, CO Division of Youth Corrections, Urban League, Boys & Girls Club, Chaffee, TESSA women’s shelter, and others. These community-based organizations provide stabilizing services and Tier One activities prior to referral to PPWFC for further employment and training services.

During PY03, the PPWFC partnered with Pikes Peak Community College to develop intensive, fast-track training programs such as Accounting/Booking, QuickBooks, Office Management, and Basic Automotive Repair. These programs help students attain marketable skills leading to employment, and help workers fill critical workforce

PPWFC provides staff to assist students at the Career Development Center two days per week. PPCC has provided new “fast-track” courses for customers and PPCC provides an on-site career exploration workshop using the Discover program.

shortages. Fast-track programs are especially beneficial to military spouses because they can obtain skills that will allow them to follow their career ladder regardless of where they may be transferred.

Partnerships for Innovation

Pikes Peak Pipeline Project: The Pikes Peak Workforce Investment Board (WIB) has long recognized the need to closely link business and education to provide a consistent pipeline of skilled workers for the region. In October, 2003, the WIB hosted a roundtable discussion regarding education and business partnerships, which became the Pikes Peak Workforce Pipeline Project. The key speaker was Jay Engelin. In searching for an entity to carry on this important work, the WIB and PPWFC identified the Education Outreach Center (EOC) at the University of Colorado in Colorado Springs (UCCS). EOC is targeting schools pre-k through graduate level (P-16+). The EOC will continue to facilitate the Workforce Investment Board's initiative to develop closer links between businesses and schools. The links will help identify problems and solutions to future workforce pipeline issues. This project will ensure that the Region has a future skilled workforce for businesses to produce a strong economy.

CCHPE Task Force: A two-year-old task force, the Collaboration of Community Healthcare Providers and Educators (CCHPE) expanded its partnerships to include new members focused on helping to alleviate the critical shortage of nursing educators, which is causing a bottleneck in the system to providing degreed nursing programs. The partners include PPWFC; University of Colorado at Colorado Springs, Beth-El College of Nursing; University of Phoenix; Pikes Peak Community College; Memorial Hospital; and Penrose Hospital. PPWFC applied for a discretionary grant on behalf of the partnership, to provide scholarships to nurses interested in teaching, but who lack the required Masters Degree. The proposal also requested patient simulators that will free nursing educators to conduct other needed classes, and provide a crucial clinical laboratory component through the use of technology, developing students' critical thinking capacity. This partnership is critical to layoff aversion activities for Pikes Peak Community College, whose nursing education accreditation hinges on a majority of its staff obtaining a Masters Degree by 2008.

During PY03, CCHPE partners made presentations and participated at Career Fairs to students at Palmer, Wasson, Manitou Springs, Woodland Park, Sierra, Widefield, Fountain/Ft. Carson, Tesla, and Horizon Middle School. CCHPE members designed a display board and healthcare career information to be used at these Career Fairs. They also made presentations to displaced workers and participated at PPWFC Healthcare Information Session.

A two-year-old task force, the Collaboration of Community Healthcare Providers and Educators (CCHPE) expanded its partnerships to include new members focused on helping to alleviate the critical shortage of nursing educators, which is causing a bottleneck in the system to providing degreed nursing programs.

SUCCESS STORY

Rui was referred to PWFC by the Peterson AFB Family Support Center for enrollment into our Military Spouses Grant. Rui had great occupational skills and possessed a BS in Computer Science and an MS in Computer Information Technology, but lacked the work experience to land a job. PPWFC helped her with a paid work experience at the City of Colorado Springs IT Department creating Crystal Reports. Following the paid work experience, Rui was hired by a City IT contractor and earns \$20 per hour.

Tourism and Hospitality: Another new PPWFC partnership involves agencies and organizations in the tourism and hospitality industries to develop career ladders and lattices (moving from one industry to another), as well as, certifications required to move individuals up the ladders. The lattice would help show the career opportunities from entry level up to top level management and outline steps to achieve the highest rungs of the ladder. This will benefit all programs in giving job seekers more information about choices of careers and training available. It will develop a stronger relationship with the businesses in a key industry in our region. Current members of this exciting new venture include the Colorado Springs Visitors and Convention Bureau, Economic Development Corporation, Broadmoor Hotel, Garden of the Gods Visitors Center, and PPWFC.

Workforce Investment Board Member Professional Affiliations & Partnerships:

*AngloGold Colorado Corporation
Broadmoor Hotel
Colorado Dept. of Labor and Employment
Colorado Springs Area Labor Council
Colorado Springs Chamber of Commerce
Colorado Springs Economic Development Corp.
Computer Sciences Corporation
El Paso Cty Dept. of Human Services/Div of Voc Rehab
Falcon School District #49
Goodwill Industries
Greater Colorado Springs Economic Development Corporation
Intel Corporation
ITT Industries
Memorial Hospital
Pikes Peak Community College
Plumbers and Pipefitters Apprenticeship School
Colorado Springs School District #11
Teller County Commissioner
TFB Services, Inc.
US Air Force, Peterson Air Force Base/US Army, Fort Carson
Whitney Electric*

Colorado WIA Program Year 2003 Annual Report

Pikes Peak Youth Council Professional Affiliations & Partnerships:

AARP-Senior Community Service Employment Program
ACCELL
Boys & Girls Club
Chaffe
Chamber Nonprofit Partnership
Community Intersections
CS Police Department
Dale House
Goodwill
Colorado Springs Housing Authority
Inside-Out
Job Corps
Pikes Peak Community Foundation
Planned Parenthood
Project Redirect
Savio House
Dept. Human Services Teen Self-sufficiency Program
Urban League
Division Vocational Rehabilitation
Work Out Ltd.
YMCA
School District #11 Youth Assessment Center
Division Youth Corrections
School Districts #2, #8, #11, #14, #20, #38, #49, Calhan, Peyton, Miami
Yoder, Ellicott, Hanover

Another new PPWFC partnership involves agencies and organizations in the tourism and hospitality industries to develop career ladders and lattices (moving from one industry to another), as well as, certifications required to move individuals up the ladders.

PERFORMANCE

WIA Program Adult	Actual	Benchmark	Percentage
Entered Employment Rate	77.82%	73.10%	106.5
Credential/Employment Rate	73.13%	60.00%	121.9
6 Mo Retention Rate	93.64%	79.00%	118.5
6 Mo Earn Chg/Replace Rate	3172.1	2300	137.9
Total Participants - 614			

WIA Program Dislocated Worker	Actual	Benchmark	Percentage
Entered Employment Rate	85.78%	82.00%	104.6
Credential/Employment Rate	78.26%	66.00%	118.6
6 Mo Retention Rate	94.15%	90.00%	104.6
6 Mo Earn Chg/Replace Rate	86.98%	82.00%	106.1
Total Participants - 534			

Formula For Success

SUCCESS STORIES

Linda was laid off from Gateway and knew that she didn't want to go through that experience again. She re-trained in LPN and obtained her license at Pikes Peak Community College. She says, "I wouldn't have been able to complete my courses without tuition assistance from PPWFC."

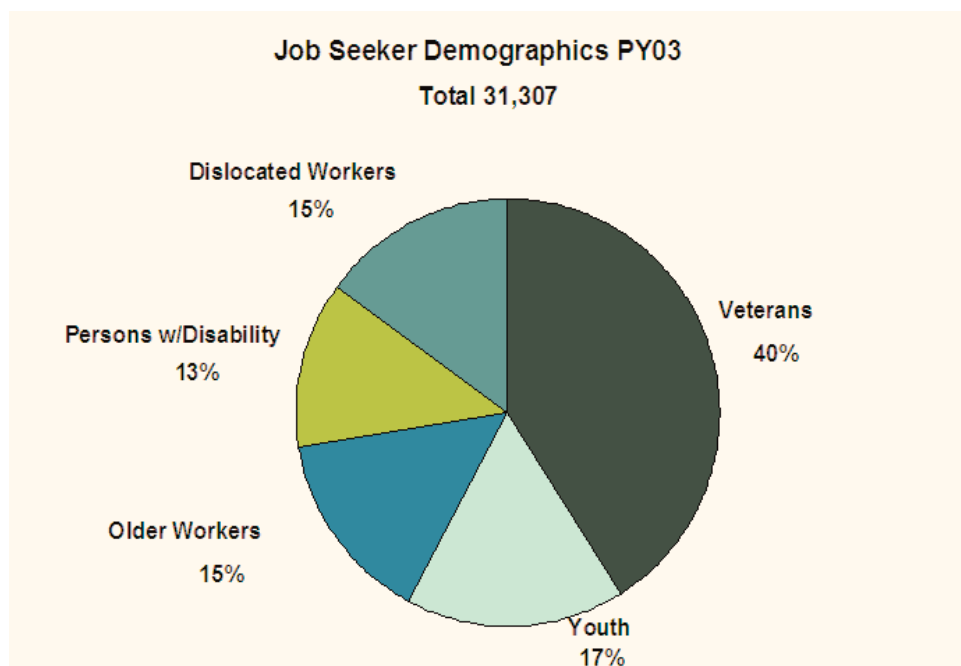
Pam was initially referred to PPWFC by friends. Due to disabilities, Pam was hoping to receive training in an occupation that would allow her to work from home. Through co-enrollments in the Division of Vocational Rehabilitation (DVR), Consumer Navigator's Project WIN, and PPWFC, Pam earned a certificate in Medical Transcription from Pikes Peak Community College (PPCC). Today, she is working successfully from home doing medical transcription for a number of local physicians. Pam says, "I not only received financial assistance from PPWFC, more importantly, I receive ongoing encouragement and moral support. My experience with PPWFC shows the benefits that can accrue when multiple organizations (PPWFC and WIN, DVR, PPCC) partner to help individuals like myself."

WIA Program Older Youth	Actual	Benchmark	Percentage
Entered Employment Rate	68.75%	68.00%	101.1
Credential/Employment Rate	55.00%	40.50%	135.8
6 Mo Retention Rate	80.00%	69.00%	115.9
6 Mo Earn Chg/Replace Rate	\$2,036.00	\$2,350.00	86.6
Total Participants - 88			

WIA Program Younger Youth	Actual	Benchmark	Percentage
Youth Diploma or Equivalent	61.54%	50.00%	123.1
Skill Attainment Rate	81.30%	81.00%	100.4
6 Mo Retention Rate	60.00%	60.00%	100.0
Total Participants - 336			

All WIA Programs	Actual	Benchmark	Percentage
Customer Satisfaction Employers	79.80%	79.00%	101.0
Customer Satisfaction Participants	79.00%	77.00%	102.6

National Emergency Grant	Actual
Total Participants	509
Customer Satisfaction - Employers	79.80%
Customer Satisfaction - Participants	79.00%
Entered Employment Rate	87.20%
Credential/Employment Rate	65.67%
6 Mo Retention Rate	93.55%
6 Mo Earn Chg/Replace Rate	96.96%



Colorado WIA Program Year 2003 Annual Report

Funding Stream	PY03 Amount
WIA Adult	\$445,278
WIA Dislocated Worker	\$699,583
WIA Youth	\$957,635
Wagner-Peyser	\$1,285,994

The Strategic Leadership Team, submitted an application to Colorado Performance Excellence for a Foothills Award on behalf of the organization, but have yet to hear the results. The process of addressing CPEX questions helped SLT focus on truly strategic issues and long-range planning, which were incorporated into a Continuous Improvement Management System PY04 Implementation Plan. Everyone in the organization attended CPEX Introductory Training in PY03 to enable us to move consistently forward in our continuous improvement efforts.

Pikes Peak Workforce Investment Board and Youth Council Achievements PY03

Board Membership: Over six years of operation and several changes in membership, the Pikes Peak Workforce Investment Board (WIB) continued to have committed members with high attendance at WIB meetings. The WIB remained focused on strategic and regional goals aimed at increasing the pipeline of skilled workers today and ensuring the future pool of skilled workers; assuring the availability of accurate and timely labor market information in user-friendly formats; linking business and education at all levels; encouraging lifelong learning; and increasing community awareness of workforce development issues and their relationship to regional economic vitality in a global economy.

WorkKeys®: WorkKeys® assesses eight foundational skills areas essential to the workplace: Applied Mathematics, Applied Technology, Listening, Locating Information, Observation, Reading for Information, Teamwork, and Writing. Of these, three WorkKeys® assessments (Applied Math, Locating Information & Reading for Information) were administered as a part of the Workforce Skills Certificate program. The Workforce Skills Certificate began as a Workforce Investment Board initiative. The pilot project was funded by a PY03 WIA 10% Adult Discretionary Grant awarded to the partnership between El Paso-Teller and Pueblo counties.

Community Audit: The WIB directed the Pikes Peak Workforce Center to support Pikes Peak Community College in working and the University of Colorado at Colorado Springs in establishing a web site to provide local labor market information that community employers have identified as important. This grant was extended through December 2004.

WorkKeys® assesses eight foundational skills areas essential to the workplace: Applied Mathematics, Applied Technology, Listening, Locating Information, Observation, Reading for Information, Teamwork, and Writing.

The Economic Vitality Group (EVG) works to create an environment where quality companies want to locate and grow their business so that all people of the region prosper.

Business Report: The Workforce Board conducted employer interviews through grant funding for a Community Workforce Coordinator. The interviews provided an initial assessment of employer and business awareness of workforce development efforts in our region and of services provided by the workforce center. The final report provided the WIB with several directions in which to focus future efforts and resulted in positive public relations with business.

New Directions for High Tech Workers: Based on WIB concerns about the potential loss of high tech workers in the region due to layoffs, the Pikes Peak Workforce Center received grant funding to develop the Technical Education Partnership (TEP). These partnerships develop and deliver workshops that inform unemployed high tech workers about opportunities to use their skills in other industries. Workshop subjects include information regarding employment in biotechnology and employment with the Department of Defense; others are planned.

Economic Vitality Group: The Economic Vitality Group (EVG) works to create an environment where quality companies want to locate and grow their business so that all people of the region prosper. In 1999, the EVG was formed by stakeholders who manage a 'portfolio of assets' that produce a regional environment where economic vitality and development can happen, where the portfolio managers prepare for and adapt to shifting economic situations.

Assets in the Pikes Peak Region Economic Portfolio

- **Labor force** – workforce preparation (education P-16+), accessibility, cost, helping to transfer existing skills into new occupations
- **Infrastructure** – accessibility, capacity, service levels for basic utilities, transportation, and telecommunications
- **Business, education, and community facilities** – access, capacity, services available to business incubators, industrial/technology/science parks, linkages to local educational institutions.
- **Environment** – physical, psychological, cultural, sports/recreation/parks/tourist facilities
- **Economic structure** – diversified economy, strengths across a range of sectors that guarantees firms easy access to supplies and services; financing, entrepreneurial support
- **Institutional capacity** – leadership, knowledge, and skills to support economic development
- **Public Policy** – wise application of policies to increase regional competitiveness, tax policy,

The EVG works to attract and retain quality companies that may include primary employers who sell their goods and services outside the community and bring back dollars into the region. Primary employers pay employee wages, suppliers and contractors, and purchase retail goods/professional services/new construction.

The jobs of a primary employer create a multiplier effect by creating secondary jobs. The secondary jobs may be in the form of suppliers to the primary employers or additional jobs in the community that support the employees such as restaurants, drycleaners, childcare, etc.

EMPOWERMENT

Awards and Recognitions

Colorado Adult Education Professional Organization Exemplary Collaboration Award: On April 23, 2004, the CAEPO Exemplary Collaboration Award was awarded to Peggy Herbertson and the Pikes Peak Workforce Center for their ground-breaking partnership with School District #11 Adult Literacy Program, co-located at PPWFC main. Speaker Doug Glynn, CDE, stated that he remembered when he had seen the original Memorandum of Understanding between Colorado Springs School District #11 and the Pikes Peak Workforce Center. No one thought the collaboration would work. Four years later, the collaboration is part of Education's "Best Practices," and Doug shares the success stories of co-enrollments and shared facility use at many national conferences.

Rocky Mountain Workforce Development Association (RMWDA) Heart Of The System Award: The RMWDA awarded PPWFC a Heart of the System Award at the RMWDA annual conference that in Snowmass, Colorado, in June, 2004.

Army Community Service Award 2003-2004: In recognition of our valuable support to soldiers and their families, PPWFC was awarded with the Army Community Service Certificate of Appreciation as part of the ACS 39th birthday of "Partner in Readiness Program" celebration held on post July 21, 2004.

Technology Changes That Support PPWFC Customers

Workforce Skills Certificate: During PY03, the PPWFC completed the installation of computer based, ACT WorkKeys® assessments at the main facility and the Youth Work Zone. WorkKeys® assesses eight foundational skills areas essential to the workplace: Applied Mathematics, Applied Technology, Listening, Locating Information, Observation, Reading for Information, Teamwork, and Writing. Of these, three WorkKeys® assessments (Applied Math, Locating Information & Reading for Information) were administered as a part of the Workforce Skills Certificate program. The Workforce Skills Certificate program began as a Workforce Investment Board initiative. The project was funded by a PY03 WIA 10% Adult Discretionary Grant awarded to the part-

EVG members provide expertise and capability to ensure that their assets support a thriving economic environment.

Members of the EVG:

- Greater Colorado Springs Economic Development Corporation
- Greater Colorado Springs Chamber of Commerce
- Colorado Office of Economic Development and International Trade
- Colorado Springs Office of International Affairs
- Colorado Springs Utilities
- City of Colorado Springs Office of Economic Development
- El Paso County Office of Economic Development
- Pikes Peak Community College
- Pikes Peak Workforce Center
- The Colorado College
- University of Colorado, Colorado Springs

SUCCESS STORY

Jamie came to PPWFC through the Welfare-to-Work program, which helped by providing child-care assistance so that Jamie could obtain her GED and certificates in MS Word, Excel, Access, and Windows 2000. A work experience at PPWFC helped Jamie use her newly-acquired skills and build self confidence. When a job opened up for a PPWFC receptionist, Jamie was hired. She greets customers with a welcoming manner that puts our customers at ease immediately. No matter how challenging the crush of customers, Jamie handles them with dignity and professionalism. Jamie says, "PPWFC opened doors for me and helped me to get an education. Now I have a great job with El Paso County."

nership between El Paso-Teller and Pueblo counties. As a standardized assessment, ACT WorkKeys® may be used in a similar fashion as CASAS, TABE, ABLE, AMES, SPL, and BEST for Limited English Proficiency: to assess literacy and numeracy skills, as endorsed by the US Department of Labor, Employment and Training Administration (ETA).

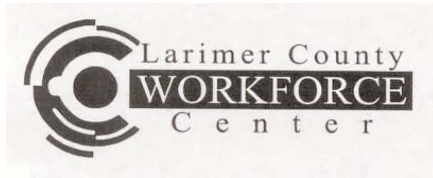
No Child Left Behind: In support of the No Child Left Behind legislation and with PY03 WIA 25% Innovative Project funding, the PPWFC implemented a new partnership project to upgrade the skills of paraprofessional teachers (incumbent workers) in Colorado Springs School Districts #11, #38, and the Colorado School for the Deaf and Blind. Paraprofessionals without an associate degree are assessed on WorkKeys® skills of Reading for Information, Applied Math, and Business Writing through this grant.

KeyTrain: KeyTrain computer software was purchased and installed through the WIA grant previously mentioned, to remediate customer skills of those testing below required skill levels during the ACT WorkKeys® assessments.

Bar Code Swipe Card: In PY03, PPWFC encouraged regional directors and the Colorado Office of Workforce Development (COWD) to fund a statewide bar-code card system, which will more accurately record services provided to all customers. A customer, job seeker or employer, will "swipe" the card and it will record the service into JobLink. Services may include things such as Orientation, Job search workshop, Networking group, Hiring session and Employer workshops, among others. PPWFC expects this system to be fully operational across Colorado in PY04.

On-Line Business Newsletter: The online employer/business newsletter was developed in PY03 and currently reaches 442 local businesses. Software allows PPWFC to track which employers open the newsletter and which link to one of its story lines or hyperlinks. Use of the newsletter is expected to increase 20% in PY04. One new feature of the newsletter is the inclusion of In the Spotlight, which offers a brief word about the skills of a specific job seeker, lets business know about the variety of job seekers registered with PPWFC, and encourages businesses to "look first" to PPWFC for their hiring and other workforce-related needs.

Website Redesign: In PY03, the PPWFC web site, including the business page, underwent significant re-design to increase awareness, maintain brand marketing strategies, and increase ease of use. A Press Room allows businesses and others to access past public service announcements, press releases, labor market information, and contact information for the Public Information/Community Relations Officer. The Events Calendar and other high-use pages will remain a part of the site. The new design is expected to be completed by December 2004.



REGIONAL PROFILE

Description of the Region

As reported in Larimer County's Comprehensive Annual Financial Report (2003), the combination of the Front Range location and the proximity to the Denver metropolitan area, has significant impact on the Larimer County's economy. Despite the influences of the Denver metropolitan area, Larimer County maintains its own unique character and employment base, blending the traditions of an agricultural society with the qualities of modern urban life.

Larimer County has a diversified economy that supports major industrial and technological facilities, as well as strong retail and service sectors. Over 32% of the adults in our community have a Bachelor's degree or higher. This factor, along with the area's high quality of life, makes it an attractive location for a variety of employers. Fort Collins, the County seat, attracts shoppers from the eastern section of Colorado, southern Wyoming and western Nebraska. Fort Collins is also home to Colorado State University, a major national brewery, a Center for Disease Control research facility, and several high-profile technology firms.

Strong tourism and agriculture sectors also contribute to the County's economy. Loveland and Estes Park, in particular, benefit greatly from the tourism industry. Loveland is located on the main highway leading to Rocky Mountain National Park and is renowned for its artistic community. Estes Park is situated at the immediate east entrance of the Park. Hay production and beef cattle ranching are the primary agricultural pursuits.

Along with the rest of the nation, Colorado and Larimer County expect to benefit from a slowly strengthening economy in 2004. Analysts predict that Colorado will see modest gains in employment growth, personal income, retail spending, and population. Gains in construction will be delayed until 2005 due to existing inventories, and large increases in natural gas prices will dampen growth overall. Although Colorado will not see growth rates as robust as those in the 1990s, the state is expected to outperform the nation as a whole.

Historically, Larimer County's well-rounded economy has outperformed beyond that of Colorado as a whole. The County's unemployment rate of 5.2% is slightly below state and federal rates. Median family income and

MISSION

*To improve the quality
of life for individuals,
families, and communi-
ties through employment
and workforce
development services.*

Formula For Success

Historically, Larimer County's well-rounded economy has outperformed beyond that of Colorado as a whole. The County's unemployment rate of 5.2% is slightly below state and federal rates. Median family income and housing levels exceed state averages and have improved relative to the 1990 census results. This trend is anticipated to continue in 2004.

housing levels exceed state averages and have improved relative to the 1990 census results. This trend is anticipated to continue in 2004. Proposed new development in the area includes a new \$200 million medical facility, hotel and conference center, and shopping center in the Loveland area; and a 135-acre mixed-use development in Fort Collins. Since 2001, Larimer County has experienced an increase of 4.8% (\$1,579) in average annual wages; the number of establishments has increased by 5.6% (476), while employment was decreased by 1.5% (1,837) annually. With a diverse industry base, 78% of total employment was spread among five industries in 2003: Services (21.8%), Retail Trade (13.3%), Manufacturing (12.4%), Accommodations / Food / Entertainment (12.4%), and Government (18.1%).

Larimer County Employment/Unemployment History				
Year	Rate	Labor Force	# Employed	# Unemployed
2003	5.70%	155,314	146,474	8,840
2002	5.20%	156,630	148,558	8,072
2001	3.50%	150,998	145,667	5,331
2000	3.00%	147,444	143,040	4,404
1999	3.10%	140,739	136,403	4,336
1998	3.80%	140,302	134,944	5,358

Description of the Larimer County Workforce Center

To maximize and complement the goals of the WIA, the Larimer County Workforce Center (LCWC) is a fully operating one-stop system. The internal structure of the LCWC is supported through the operation of three Centers:

- The WIA Center
- The Employment Center
- The Works Center

The LCWC provides two offices for the 16,580 customers served within Larimer County during program year July 1, 2003 – June 30, 2004.* The Fort Collins office houses approximately 63 team members and the Loveland office houses an additional 15 team members. In all, the LCWC has 78 team members and on-site partners to meet the employment-related needs of Larimer County. Close to 15,000 job seeking customers used the LCWC Employment Center labor exchange services during Program Year 2003, and 427 were served by the WIA program including 217 dislocated workers, 70 adults, 110 younger youth, and 30 older youth.

Demographics of Clients Served

The following chart identifies the demographics of the Workforce Investment Act and Wagner-Peyser customers served by the Larimer County Workforce Center during Program Year 2003 (July 1, 2003 – June 30, 2004).

Colorado WIA Program Year 2003 Annual Report

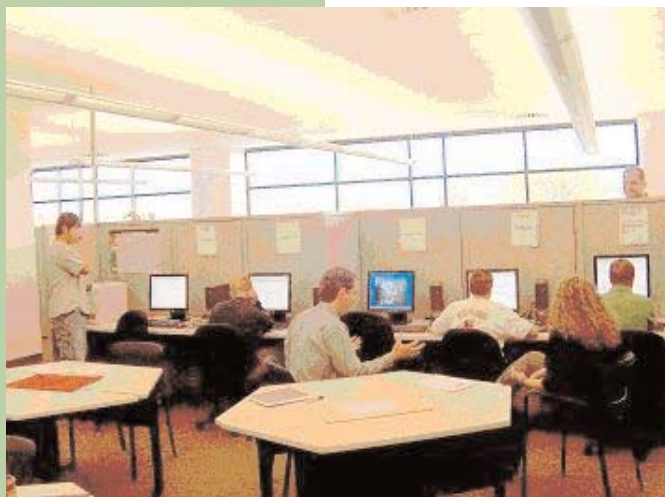
Demographics			
Category	Total	Wagner-Peyser	WIA
Total	16,580	14,994	427
UI Claimants	8,188	7,348	202
Veterans	2,241	1,822	23
Male	9,870	8,798	178
Female	6,710	6,196	249
Youth Age 14 to 21	3,318	3,165	137
Adults Age 22 to 49	10,367	9,288	195
Adults Age 50 and over	2,895	2,541	95
Employed at entry	1,763	1,575	23
Unemployed at entry	14,817	13,419	404
Hispanic	2,449	2,070	61
American Indian/Alaskan Native	362	331	6
Asian	217	202	9
Black or African American	307	273	11
Hawaiian Native/Pacific Islander	50	46	1
White	13,250	12,039	354
Multiple Races	758	613	16
Unknown Race	831	763	2
Dropouts	1,632	1,456	66
In-School	1,033	1,021	47
High School Graduates	5,902	5,349	112
Post High School	4,624	4,118	98
College Degree	3,389	3,050	104
Persons with a Disability	795	698	33
Ex-Offenders	800	283	65
Food Stamps	1,034	880	32
Welfare	279	237	9
*Columns do not add to total due to other discretionary grants not listed			

Changes in Location and Partner Integration

Despite increasing numbers of customers and an unstable economy, the LCWC achieved notable changes in several domains. In August 2003, the Fort Collins office moved from the 3842 South Mason location to 200 West Oak, Suite 5000. The Fort Collins office had resided at the 3842 South Mason address for more than 21 years. The move to the new location provided an opportunity for cultural growth since many team members transitioned from private offices to a cubicle community.



Formula For Success



Participants in the WIA Center, Works Center, and other programs as appropriate, may access Potential Central to build their academic, literacy, work readiness, and keyboarding skills.

As a result of the move to new space, and the funding of a **WIA Youth Discretionary grant**, the Fort Collins office was able to create and implement an internal skills lab. Named "Potential Central", the skills lab is comprised of five computers designed to meet the needs of targeted populations throughout the agency and, where possible, across geographic locations.

Participants in the WIA Center, Works Center, and other programs as appropriate, may access **Potential Central** to build their academic, literacy, work readiness, and keyboarding skills.

Participants may also engage in career assessment and career exploration activities. The skills lab is intended to be self-directed with a competency based system in place before participant usage is supported. Potential Central offers internet access and a wide variety of computer software including, but not limited to, the following: Thompson Southwestern Keyboarding Pro V-3, WIN Instruction Solution, Skills Bank, ALA English Series, ES Tips, and Video Professor.

Potential Central was also instrumental in the development of a pilot e-mentoring program specifically developed for WIA Youth. Potential Central was designed and decorated by an internal team of staff who were dedicated to personalizing the skills lab so that it would be welcoming and comfortable for all customers.

PARTNERSHIPS

E-mentoring Pilot Program:

In partnership with the International Telementor Program, the WIA Youth program served four youth in a pilot project focusing on career based, internet correspondence mentoring with professionals from Hewlett-Packard, a retiree from the East Coast, and the Director of International Telementor Program. The pilot program requires a four-month commitment from the youth, with mentoring-related correspondences occurring twice a week. The pilot project's long-term success has not yet been determined; however, initial indications show great success and receptiveness from the youth to this concept of mentoring. The e-mentoring pilot program is held within Potential Central, the internal skills lab funded through a WIA Youth Discretionary Grant, and is supported by the Larimer County Youth Council as a component of the Council's subcommittee on Leadership/ Mentorship.



Colorado WIA Program Year 2003 Annual Report

GED Achievement: The City of Fort Collins partnered with the Larimer County Youth Council to sponsor the annual WIA Youth GED graduation ceremony at the City of Fort Collins Chamber facility on February 25, 2004. At the graduation ceremony, a former WIA Youth who had earned his/her GED served as the keynote speaker, along with presentations from the Fort Collins mayor and county commissioners.

Approximately 15-20 youth participated in this event and celebrated the achievement of earning their GED.

Larimer County Youth Conservation Corps (LCYCC):

As the only revenue-generating/self-sustaining program within the Larimer County Workforce Center, the Larimer County Youth Conservation Corps functions as a summer youth employment program that empowers youth, ages 16-19, from diverse backgrounds to become engaged citizens by completing service projects for the environment and community while promoting skill development for personal and professional growth.

As a fully "Fee-For Service" program, this summer the program was able to hire 33 Corpsmembers, from over 100 applications. Over the past eight years, the Larimer County Youth Conservation Corps operated with AmeriCorps funding, with the fiscal year 2003 completing the available AmeriCorps funding cycle. This summer (2004) was the first summer operating completing as Fee-For-Service, and with much success.

The LCYCC received full-accreditation for the fourth year in a row, sponsored by the Colorado Youth Corps Association. Thirty Corpsmembers completed this summer's program, as an 88% retention rate; 20 Corpsmembers received an \$1000 AmeriCorps Education Award; and three crews of eleven made up this summer's corps.

A unique experience took place this summer involving multiple partnerships: Steamboat Springs Community Youth Corps (CYC), the City of Fort Collins Parks Planning & Development Department, Anheuser Busch, Inc. (AB), and Larimer County Youth Conservation Corps (LCYCC).

- CYC & LCYCC collaborated on a week long project along the Poudre Trail for the City of Fort Collins Parks Planning & Development Department.



Thirty Corpsmembers completed this summer's program, as an 88% retention rate; 20 Corpsmembers received an \$1000 AmeriCorps Education Award; and three crews of eleven made up this summer's corps.

Formula For Success

- Project was funded through a private/non profit partnership between Anheuser Busch, Inc. and the Larimer County Workforce Center.
- Built over 1200 yards of multi-use soft-path trail.

Older Worker Conference: A partnership between the Larimer County Workforce Center, Rocky Mountain SER, and the Loveland Senior Advisory Board, resulted in the creation of the “Living Your Dream” conference. This conference was held on Friday, August 22, 2003 and was available to job seekers who were at least 50 years old. The conference was funded the Older Worker/Dislocated Worker Discretionary Grant and other available resources. The conference was attended by 160 participants and feedback from them indicates that it was a very successful conference. In addition to a wide variety of breakout sessions, the conference was highlighted by an inspirational keynote speech from Angie Paccione, a State Representative from Fort Collins.

School to Work Assistance Program (SWAP): This co-located program is a collaboration between the Poudre School District and the Department of Vocational Rehabilitation. Approximately 60 youth, ages 16-25 with mild to moderate special needs, are served through the program annually. SWAP also works with other youth programs within the Larimer County Workforce Center to enhance the SWAP program in the areas of educational opportunities since SWAP is strictly a jobs program. Youth are easily registered with the Larimer County Workforce Center which allows them to access jobs and job search related workshops, which is another plus to having the SWAP program housed at the LCWC.



Leadership Development: As a result of the Larimer County Youth Council's subcommittee on Leadership/Mentorship, a partnership with Educo Colorado, an experiential leadership program that provides life skills training in the beauty of Colorado's natural areas and beyond, was created to provide the unique leadership opportunity for WIA Youth. Nine (9) youth were granted the opportunity to attend a day long Leadership Rock Climbing course in Colorado's Rocky Mountains.



Social Security Administration (SSA) Youth Transition Program: In partnership with Colorado WIN Partners of the University of Colorado Health Sciences Center, the Larimer County Workforce Center was selected as one of three statewide sites to participate in a random-sample research project that is designed to provide benefit planning, consumer navigation, and career exploration services to youth receiving SSA benefits (SSI or SSDI). The project has been designed to test employment-related interventions to assist youth with disabilities transition from school to adult life and to maximize the youth's self-sufficiency.

The planning for this program has been underway for close to two years and the project is currently conducting a pilot program to test effective means of recruitment and program delivery. This program has the potential to receive continued funding for up to five years.

Youth Employment Conference: A combination of public/private partnerships supported the 3rd Annual Youth Employment Conference (YEC) at the Marriott Hotel in Fort Collins on October 31st, 2003. The Youth Employment Conference is hosted by the Larimer County Youth Council and supported by the WIA Youth Program and the Fort Collins Marriott Hotel. The Marriott Hotel sponsored the Conference and waived the fee for the event. Other partnerships include: Larimer County Youth Council; School to Work Alliance Program; Thompson School District; Poudre R-1 School District; Turning Point Center for Youth & Family Development; Partners Mentoring; Boys & Girls Club; Educo Colorado.

Over 100 youth attended the Youth Employment Conference and had the opportunity to visit with approximately 40 employers. Over 30 WIA Youth received credit toward their Work Readiness goal completion through attendance and successful completion of two informational interviews with employers at the conference.

Community Corrections: In partnership with the Larimer County Community Corrections, Employment Center staff provided on-site services at the Community Corrections half-way house facility for six (6) hours per week. The "outstationing" of Employment Center staff was developed to meet the need that arose when Community Corrections moved to their new facility in spring 2004. There is no public transportation available at their new location so Employment Center staff travel to Community Corrections in order to insure that offenders have access to the employment-related services that are necessary for their re-entry into the community. Staff has access to computers and the Job Link Network to register residents of the facility and to refer them to job opportunities. Employment Center staff also provides resume and interviewing assistance as needed.

Over 100 youth attended the Youth Employment Conference and had the opportunity to visit with approximately 40 employers. Over 30 WIA Youth received credit toward their Work Readiness goal completion through attendance and successful completion of two informational interviews with employers at the conference.

The Operation Occupation program offers a work placement of at least 20 hours per week and a variety of enrichment activities. These activities included: work readiness training; drug and alcohol prevention; HIV/STD prevention; and academic skills.

Ex-Offender Grant: Supported with the funding of a Wagner-Peyser Discretionary Grant, the Employment Center partnered locally with the Second Chance Council (formerly Offender Employment Council of Larimer County) to provide specialized employment-related services to ex-offenders and to build employer support/education to result in increased number of employers willing to hire offenders.

On March 30, 2004, the Second Chance Council hosted a breakfast for employers and others interested in supporting the reintegration of ex-offenders into the community. Eight employers attended this year's breakfast. Information on WOTC and the Federal Bonding program was presented. An employer who has been a long time supporter of the Second Chance Council and employed many ex-offenders also spoke about the value of working with this population. An ex-offender presented a moving testimony of her re-integration into the community and the importance of a supportive work environment during that process.

Operation Occupation: PY 2004 marked the fifth year of successful collaboration between the LCWC Youth programs and the Temporary Assistance to Needy Families program (TANF), to offer the Operation Occupation summer employment program. For the first time since its inception, Operation Occupation achieved a 100% retention rate. Thirty youth enrolled and successfully completed the program.

The Operation Occupation program offers a work placement of at least 20 hours per week and a variety of enrichment activities. These activities included: work readiness training; drug and alcohol prevention; HIV/STD prevention; and academic skills. In addition, a variety of community members assisted the program in providing a broad spectrum of information on careers, life challenges, and opportunities.

Employer's Roundtables: Each year, since 1982, the Larimer County Workforce Center has presented monthly (October-May) informational seminars (one and half-hours in length) designed for small business, called Employers' Roundtables. The organization also presents an annual September Symposium, a half-day series of workshops that includes a keynote speaker. Employers' roundtables and Symposium began at the request of the Larimer County Private Industry council, the forerunner to the WIB. Thanks to sponsorships from the public and private sectors, Employers' Roundtables and September Symposium are presented free of charge.

September Symposium: The 18th Annual September Symposium (September 2003) attracted approximately 400 registrants. Eight breakout sessions and an endnote address highlighted this half-day event. First National Bank of Fort Collins, the Northern Colorado Business Report, and Citizen Printing provided sponsorship for the Symposium in

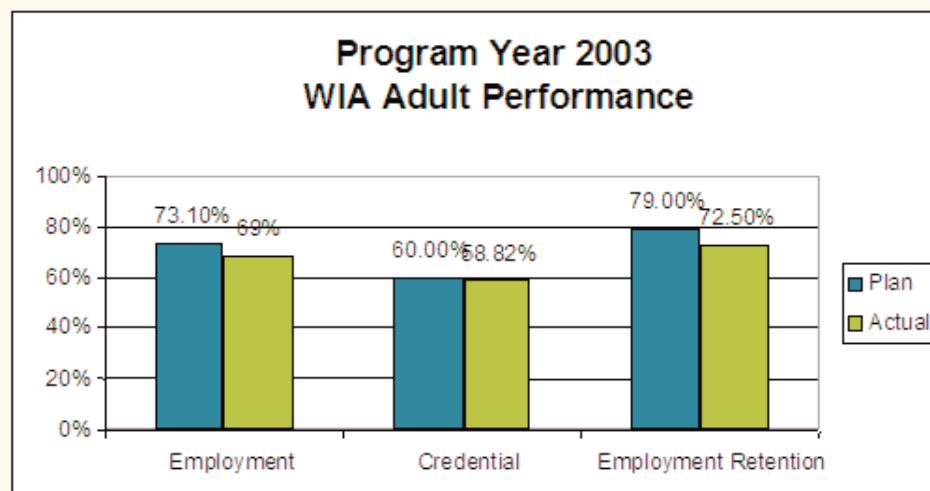
2003. An Enterprise Zone marketing grant from the Colorado Office of Economic Development, a grant from the Colorado Workforce Development Council, and a grant from the Colorado Department of Labor and Employment were also used to underwrite some of the Symposium expenses.

Enterprise Zone: Also somewhat unique, since 1994, the Larimer County Workforce Center has administered the Larimer County Enterprise Zone. This state program promotes economic development in qualifying areas around the state through tax incentives to businesses that invest in the zones and to businesses or individuals who contribute to projects in the zones. In addition to the Enterprise Zone marketing dollars that help fund Employers' Roundtables and September Symposia, the Workforce Center has been able to channel dollars to Enterprise Zone projects for community development, economic development, and health and human service activities within the Enterprise Zone areas of Larimer County.

PERFORMANCE

The Workforce Investment Act (WIA) establishes core measures of performance for the adult, dislocated worker and youth programs. There are a total of 15 core measures that apply to the specific programs and two measures of customer satisfaction that apply across all funding streams.

The performance levels for the WIA funded programs were negotiated with the Colorado Department of Labor and Employment and are shown in the following charts. Larimer County has achieved or exceeded the required 80% of the negotiated standard.

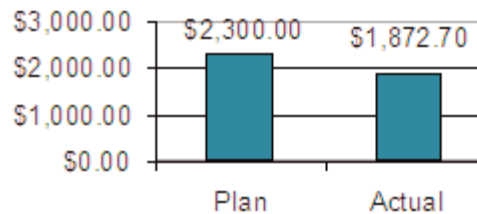


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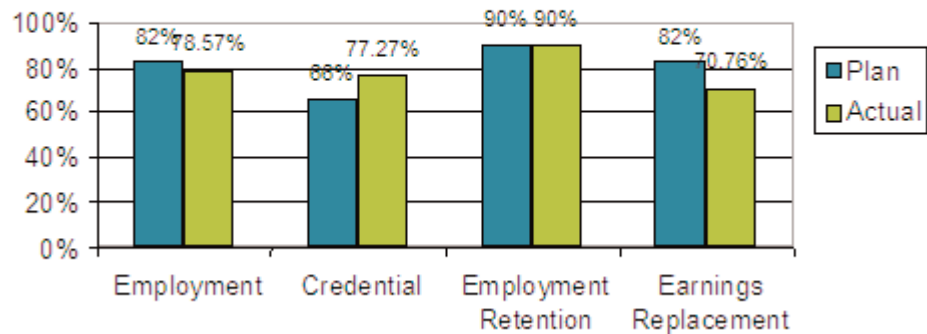
SUCCESS STORY #1

A 16 year old female participant (from a low-income, single parent household) found help through the Larimer County WIA program. She has served as a parental figure for her 2 brothers due to her mother's terminal brain cancer. Through the WIA program, she obtained part time employment and established good rapport with her supervisors. They were especially pleased with her hard work, determination and good attendance. By the end of her WIA participation, she had successfully completed her career and educational goals.

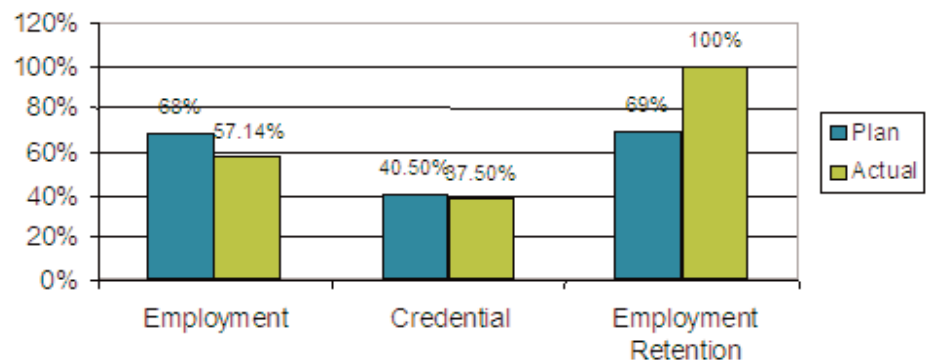
Program 2003 WIA Adult 6 Month Earnings Change



Program Year 2003 WIA Dislocated Worker Performance

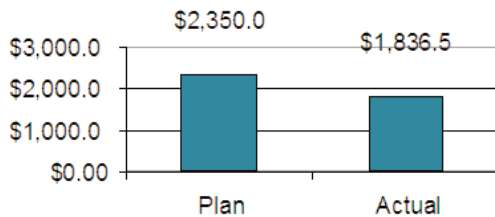


Program Year 2003 WIA Older Youth Performance

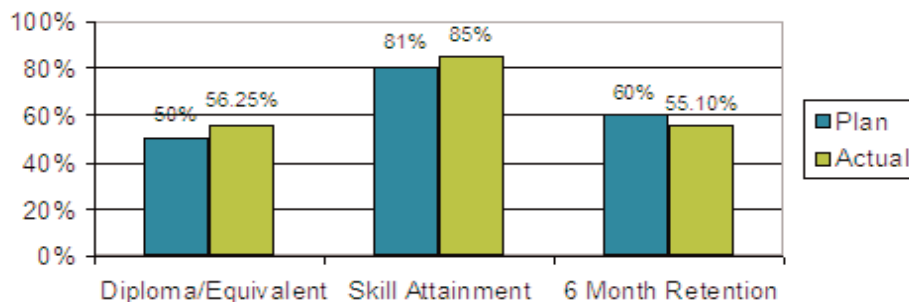


Colorado WIA Program Year 2003 Annual Report

**Program Year 2003
WIA Older Youth Earnings Change**



**Program Year 2003
WIA Younger Youth Performance**



EMPOWERMENT

Leadership - Statewide Youth Council:

- Mark Johnston, a local WIA Youth counselor and staff member of the Larimer County Youth Council was nominated and selected as a voting member. Mark is the only front-line, casemanager on the Council within the State of Colorado.
- Tami Agne-Moehle, a local WIA Youth counselor and staff member of the Larimer County Youth Council was nominated to represent the State of Colorado at the National Youth Employment Coalitions (NYEC) conference in Washington, D.C. for advocacy training where she spoke with Colorado State Senators staff regarding WIA advocacy and encouraging reauthorization of WIA legislation.

SUCCESS STORY #2

A 16-year-old female participant had dropped out of school and was seeking assistance in learning work readiness skills and finding employment. She was placed as an office assistant in a small office where she worked closely with her supervisor. This provided an opportunity for a mentoring relationship to develop and her supervisor offered consistent support and encouragement. Normally a shy and quiet individual, this participant

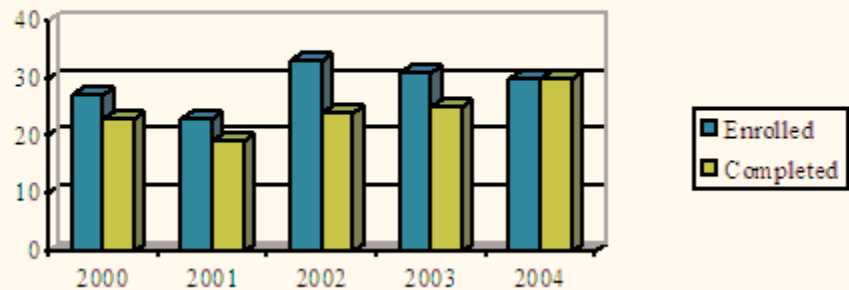
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Formula For Success

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experienced increased confidence and became a contributing member of her worksite. Upon completion of the program, she expressed to her counselor a desire to return to school. She enrolled at a local high school in August of 2004 and was pleased to learn that several new friends from Operation Occupation attend the same school. Finally, she is continuing to make an impact at her worksite by volunteering in the office.

Operation Occupation Participant Overview



Successes - Operation Occupation 2004:

- All 30 youth successfully completed the completed the program from start to finish representing a retention rate of 100%.
- 1/3 of the youth enrolled have applied to the year-round WIA program.
- There was no recidivism of the six (6) Juvenile Offenders enrolled in the program
- One of the six (6) Juvenile Offenders was released from court-ordered probation requirements early due to successful completion of the program, while another was taken off her tracking device during participation in the program.
- Two (2) students are currently participating in job shadowing opportunities offered by presenters during the Friday academic/vocational classes.
- Selected for "Best Practice" award at 2003-2004 Colorado's Best Practices Symposium.

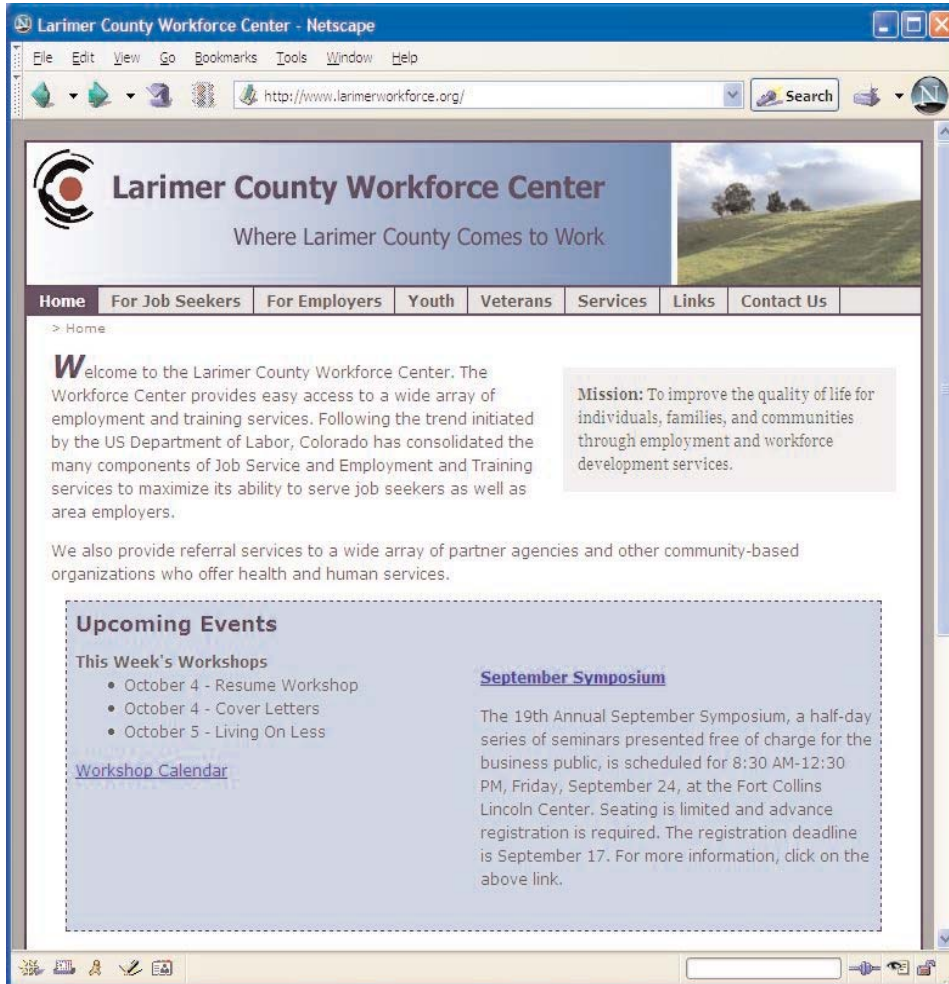
Awards - Youth Employment Conference:

- 4 Employers received Colorado Department of Labor and Employment awards recognizing their outstanding efforts with WIA youth programs.
- Selected for "Best Practice" award at 2003-2004 Colorado's Best Practices Symposium.

Colorado WIA Program Year 2003 Annual Report

Recognition - TRA/TAA:

TRA/TAA Staff (located in the WIA Center) were recognized at the 2004 Annual Rocky Mountain Workforce Conference for their outstanding contributions to serving TRA/TAA customers. The staff who were recognized included: Eileen McGaughey, John Jauhola, Shannon Williams, Sue Rusch, Tanya Tisher, Terra Eyl, and Verlene Jacoby.



Awards - Larimer County Youth Conservation Corps (LCYCC):

- LCYCC has been selected to receive the annual award to trail building partners from Lory State Park for 2004
- 20 members received a partial AmeriCorps Educational Award (\$1000).
- 88 % corpsmember retention rate
- Completed over 3,600 hours of service throughout Larimer County.
- Two Corpsmembers received their GED during the program.
- 7 Pre/Post WIA Recipients (20%)
- Continued a long-standing public/private partnership with Anheuser-Busch.
- Received full-accreditation status from the Colorado Youth Corps Association (CYCA). Full-accreditation is an important status as it provides access to funding through the CYCA.



REGIONAL PROFILE

The Colorado Rural Workforce Consortium (CRWC), one of the nine federally designated workforce regions in the state of Colorado, includes eleven distinct geographic and economic sub-regions, each governed by its own local Workforce Board, Local Elected Officials Board, and Youth Council.

For the most part, the labor market throughout the rural sub-regions exists primarily in government, services, retail, construction, and agricultural industries. Many of the sub-regions are dominated by small businesses with fewer than five employees and with wages generally lower than those of similar occupations in the metropolitan areas. For example, CDLE Employment & Wage data for the 4th quarter of 2003 show an average weekly wage of \$490 in Rio Grande County and \$477 in Yuma County as compared to \$936 in Denver.

The CRWC's labor market is also characterized by major differences in economic conditions. For example, the Broomfield sub-region, differing from the other sub-regions because of its front range location, has several large corporations in the telecommunications and manufacturing industries, e.g. Sun Microsystems with 3,000 employees, Level 3 Communications with 2,000 employees, and Hunter Douglas, with 1,000 employees. The Rural Resort and Upper Arkansas sub-regions have a high need for seasonal workers in the ski and tourist industries. The Eastern region, where population growth is slow or declining, has an aging population, and a lower standard of living compared to the metropolitan areas or the mountain rural areas. In Yuma County, poverty rates reach 12.9% of the population, while statewide poverty is 9.3%.

In the Western and Southern parts of the state there continues to be a high demand for workers in the construction, gas exploration and mining, and health care industries. According to the Colorado Department of Labor and Employment's Winter 2004 Job Vacancy Survey, the labor force in the Western and Southwest region grew at an average rate of 2% from 1998 to 2004. Surprisingly, despite the increase in population in the Western and Southwest labor force, the unemployment rate dropped from 6.9% to 5.7% for the same period. In the Southeast Region, the

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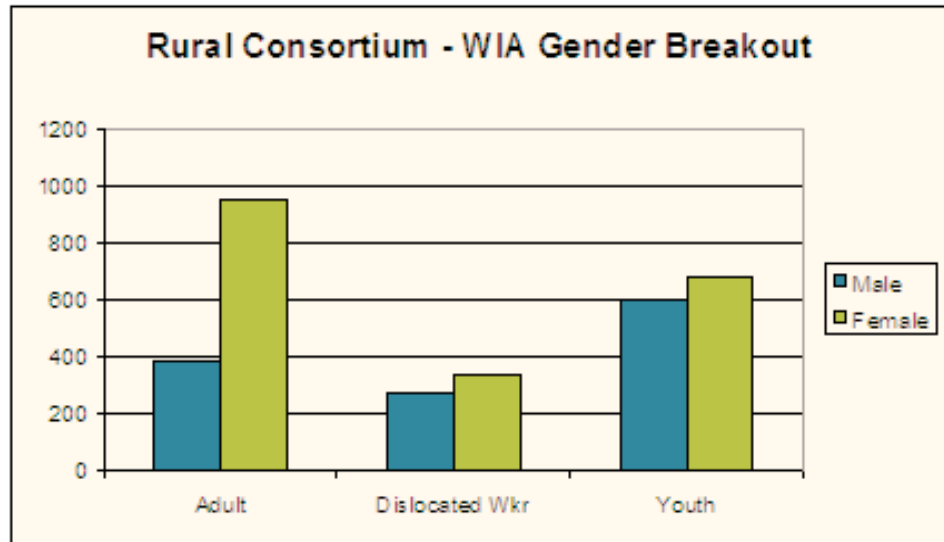
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tourism and agricultural industries have been adversely affected by one of the worst droughts in Colorado history as well as by the national economic downturn. As the drought lessens in severity and the economy improves, both agricultural and tourism are expected to strengthen.

The following charts show the demographics of customers served by CRWC during PY2003:

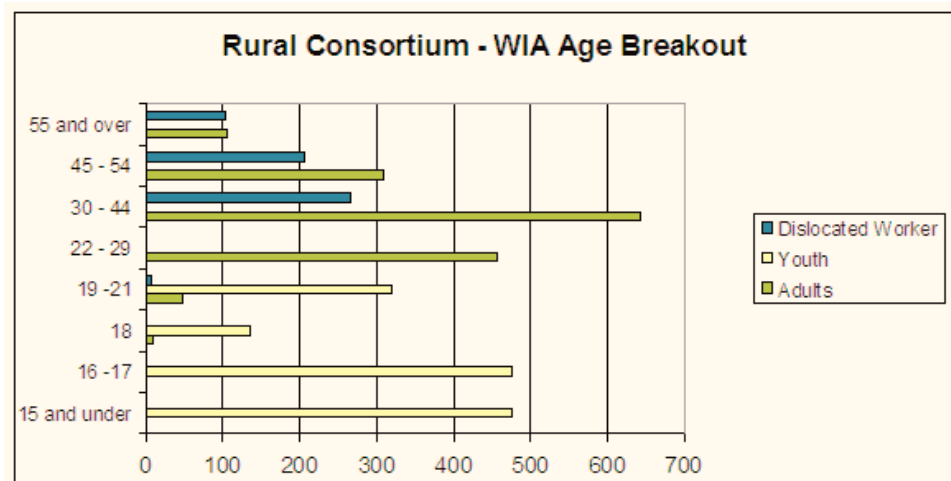
WIA PARTICIPATION LEVELS BY GENDER

For PY 2003, Participation levels for females out-paced males in each of the WIA funded programs.



WIA PARTICIPATION LEVELS BY AGE

For PY 2003, Participation levels were highest for the 30-44 age group.



Description of the One-Stop System:

Each of the CRWC sub-regions is managed and operated locally either by County or State staff. In about half of the sub-regions: Southeast, South Central, Upper Arkansas, Southwest, Mesa, and Broomfield, WIA funds are contracted with local community-based organizations or with a

county. In the other regions, i.e. Eastern, Pueblo, Western, Northwest, and Rural Resort, state staff operate workforce development programs. All of these sub-regions run one or more Workforce Centers and partner with other community programs for workers, students, and employers.

During PY2003 the CRWC expanded its workforce center service capacity by upgrading computer equipment, opening new satellite centers, and adding enhancements to its websites, which now allow job seekers to register for work on-line without having to physically go to a workforce center. Resource Centers have been improved by the expansion of computer labs to include keyboarding, ten-key, skills assessment tests, and resume preparation software. New skills assessment tests include Choices, Quiz and TABE, and the Work Keys assessment and training

Job seekers in the Rural sub-regions have more difficulty finding employment with a living wage than job seekers in urban areas. Ironically, employers who seek applicants with specific skills and experience have difficulty finding them. There are relatively few rural population centers well supplied with skilled workers or vocational and higher education facilities. The Colorado Community College and Higher Education systems have done their best to train rural residents to suit employer needs, but their resources are thinly spread.

Rural workforce regions are challenged by their geographic size, so they bring services to as many of their remote customers as they can by establishing satellite offices, partnering with community agencies, publishing newsletters and web sites, and offering on-line services.

PARTNERSHIPS

Mesa County's Youth Council received a discretionary grant to integrate KeyTrain academic software and the WorkKeys assessment with the Workforce Center, Mesa County School District #51, partner agencies, and private industry. As a result of this partnership, nearly 500 youth have been assessed. Additionally, the School District, the Workforce Center, and our partner agencies are using the Key Train software with a growing number of businesses requesting the WorkKeys certificate for their hiring process.

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Formula For Success



The Southeast Workforce Center in Rocky Ford partnered with the Texas Workforce Commission in responding to a request for an inter-state clearance order made by a Colorado agricultural employer at the Rocky Ford Workforce Center. The rapid response of the partnership successfully addressed the employer's immediate need for experienced farmworkers for the pickle harvest. Within 8

days of the request, the Rocky Ford Workforce Center was able to employ 17 out of 55 referred workers in the employer's pickle harvest.



The Rural Resort Region's Youth Council has encouraged a strong collaboration among local youth-serving agencies, schools, and employers. As a result of these collaborative strategies implemented by the Youth Council, the region has doubled the number of youth receiving WIA services. As a result of surveys sent to regional employers, the Youth Employment Preparation program

was initiated. The program operates year round in the Frisco, Glenwood, and Leadville Workforce Centers, and served 180 students during PY2003.

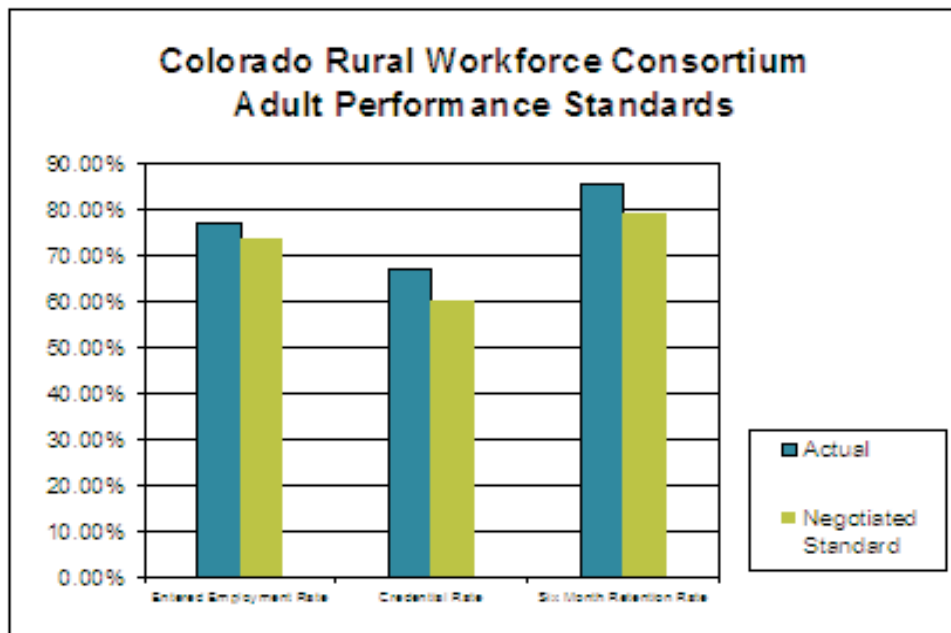
The Trinidad Workforce Center of the South Central Workforce Region established a valuable partnership with the Trinidad Correctional Facility to participate in job search skills workshops for inmates in the pre-release program. A partnership was also implemented with the Adult Basic Education Services representative from Trinidad State Junior College to improve customer service, providing a user friendly referral process between the Workforce Center and Trinidad State Junior College.

In Salida, the Upper Arkansas workforce region boasts a partnership with "Caring and Sharing", a non-profit organization that assists people with food, clothing and shelter needs. They post workforce center job listings at their location; require their clients to register for work, and refer clients workshops at the WFC. A voucher system enables job seekers, who take referrals for jobs, to receive a voucher for a set of clothes appropriate for an interview. If the job seeker acquires a job they may also receive a voucher for three new work outfits.

The Western Workforce Center and The Training Advantage worked collaboratively with the 21st Century After-School Program staff to provide job training for thirty-three young people. The program taught work readiness, development of strong work ethics, customer service, job safety, marketing, and interviewing skills. Various skits, games and portfolio development taught the youth skills needed to be successful on the job.

PERFORMANCE

During PY2003, CRWC achieved all 17 of the WIA performance standards at the 80% level, with 15 of those at or above the 100% level. The following charts show CRWCs performance measures for PY2003.



WIA PERFORMANCE RESULTS

During PY2003, the Colorado Rural Workforce Consortium achieved all 17 of the WIA performance standards at the 80% level, with 15 of those at or above the 100% level.

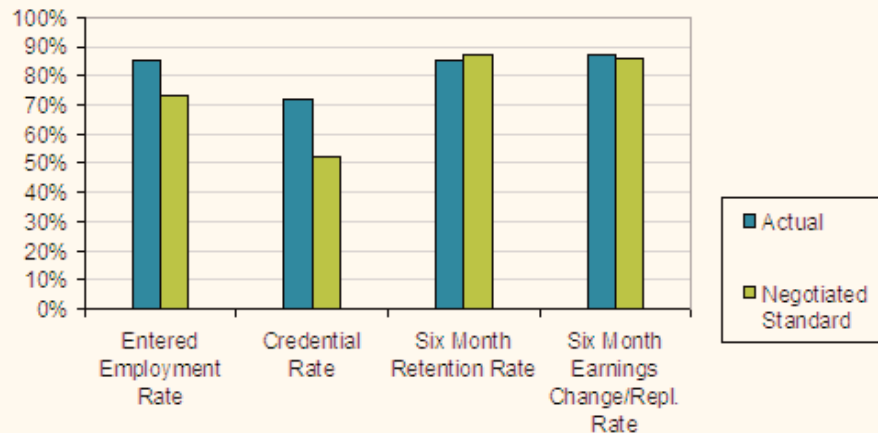
Formula For Success

SUCCESS STORY

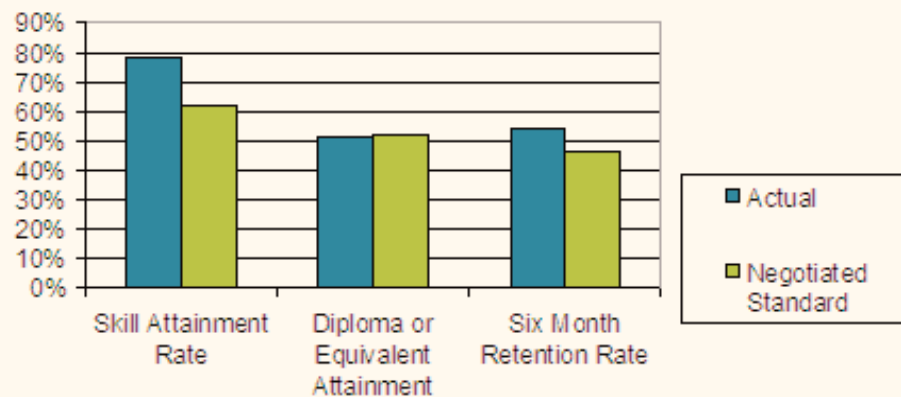


Albert was enrolled in the WIA program by the Rangely Workforce center. After completing truck driving school in Grand Junction, he was able to obtain employment as an over the road trucker for Werner Enterprises. Werner has a rider program and Albert's wife travels with him.

Colorado Rural Workforce Consortium Dislocated Worker Performance Standards



Colorado Rural Workforce Consortium Youth Program Performance Standards



Innovative Projects

PY2003 was a successful year for the CRWC. Many of its innovative programs and accomplishments are highlighted below:

Fresh Start Clothing Closet (FSCC) opened in the Broomfield Workforce Center in December 2003. FSCC was a result of the Broomfield Workforce Center, City & County of Broomfield Department of Health and Human Services, and local businesses partnering together to offer a resource within the Broomfield Workforce Center to obtain cloth-

ing for training, interviewing or employment purposes. Local community members including the mayor, police officers and business partners came in to donate work clothing to the FSCC.

Three Teen Summer Paint Programs were sponsored this year in Fort Morgan, Sterling and Limon. 23 youth meeting the Workforce Investment Act eligibility requirements were paid \$6.00 an hour to paint homes, clean-up yards, and mow lawns for low income seniors and those with disabilities. The youth learned how to be good employees, how to be team players, and how to open a savings account. This program won a Best Practice Award in November 2003.

JOBS TV Network is the Eastern workforce region's most innovative project. This is a free service to Employers and job seekers that brings available job openings to each home subscribing to cable TV that was started in June 2003. JOBSTV generally has 150 to 200 job listings for the region's ten county area. This past year, a new feature was added that was made available through a Wagner Peyser grant. Short job search videos are now offered on JobsTV that provide tips on interviewing, writing resumes, and how to present a winning attitude to a prospective employer.

The Cultural Diversity Program continued in the Rural Resort Region during PY2003. The program aims to identify, assess, and evaluate the needs of employers, workers and the community at-large in reference to the foreign/immigrant worker influx. Information provided to the customers through the Cultural Diversity Program include Labor Laws, Labor Market information, Cultural adjustment services, job search assistance, community resource referrals, equal opportunity information, and workforce development services. Bilingual translation services have been provided and the "Living in the Valley Handbook" has been completed. Resource center materials now include publications in Spanish for distribution throughout the region.

The Job Opportunities Bulletin Board was initiated at Trinidad High School. Staff developed a user-friendly registration application for youth. The application will be used at job fairs and throughout schools as it is designed to be mailed or can be brought into the WFC for entry into the system. In addition, customer specific marketing materials were made available.

SUCCESS STORY

Claudia, a Mexico native and high school dropout was encouraged to pursue her GED by the **Cultural Diversity Coordinator**. After taking the Choices Interest Profiler in Spanish, she learned of occupations that she was previously unaware of. She is now a bi-lingual pre-school teacher and is completely self-sufficient.

Formula For Success



"Gravity Grindz" is a youth operated coffee shop providing youth experience in operating a business. A Partnership was formed with Mountain Mentors from Social Services, the owner of the coffee shop and the Workforce Center. 5 youth ranging from 14-18 years of age were identified who fit the eligibility requirements for WIA and were enrolled in the program. The youth did all the scheduling of special events such as DJ's and movie nights, they learned how to use the coffee making equipment, were enrolled in how to "handle food classes" and did all the marketing, advertising, and staff scheduling for the coffee Shop.

The owner allowed the youth to operate the coffee shop several afternoons and evenings each week under the name of "Gravity Grindz". He also provided and paid one of his own staff to be on duty to train and assist the youth during the shops open hours. The WIA program through the Frisco Workforce Center paid the youth wages.

South Central "Sunshine Potato" workforce development project.

One positive endeavor included the recent acquisition of a loan from the San Luis Valley Development Resource Group coupled with various other funding sources allowing Idaho Pacific to open the former "Sunshine Potato" corporation. The South Central workforce centers worked with this employer and approximately 70 workforce center clients were hired in Saguache County.

Consumer Navigator Program. Most of the subregions achieved a very successful implementation of the Consumer Navigator Program, funded by a grant from the Office of Workforce Development. In many of the regions, job placements of clients with disabilities increased. Each of the subregions hired a Consumer Navigator to ensure that additional tools and assistive technology are available for individuals with disabilities to achieve their job-search goals. Assistive technology workstations have been set up in each subregion to include a zoom TEXT, large screen monitor, reading pens, Pocket talker; Jaws screen reader, dragon voice recognizer, CCTV machine magnifier, Pocket View finder, etc.

The consumer navigators throughout the CRWC have made numerous presentations to various civic and professional groups, school districts, partner agencies and local workforce boards. During PY2003, the consumer navigators trained workforce center staff statewide on how to use these new resources to better serve the needs of job seekers with disabilities.

5 youth ranging from 14-18 years of age ... did all the scheduling of special events such as DJ's and movie nights, they learned how to use the coffee making equipment, were enrolled in how to "handle food classes" and did all the marketing, advertising, and staff scheduling for the coffee Shop.

Health Care Initiatives

The Pueblo community faces a significant challenge in developing its healthcare workforce. Demand for services far exceeds the supply of available, qualified healthcare professionals, from personal care providers through registered nurses. During PY2003, Pueblo Worklink formed a local planning group to implement the "Pueblo Health Care Workforce Initiative". The group consists of individuals from local hospitals, clinics, community health organizations, nursing homes, educational and training entities. The group took steps toward increasing the number of minority students who pursue a career in the healthcare field; providing opportunities for youth to explore health care careers; and assisting health care workers to remain in their careers.

Mesa County's challenge to address the need for trained health care workers has resulted in one of the most exemplary models in the nation. During PY2003, a collaborative among Mesa State College, the Delta Vocational/Technical Center, and other partners established an 18 student per year LPN program in Mesa County. The Western Colorado Health Care Summit in March of 2004 announced that the projected number of graduates of the CNA, LPN, ADN, RN/BSN and the RN Refresher courses would be doubled by 2006 for the Western Slope. The success of this new program is due to the extensive partnerships that the Mesa County Workforce Center has developed with private industry and higher education.

EMPOWERMENT

Leadership

A few examples of CRWC staff providing leadership in their workforce regions follow:

- **South Central Workforce region** staff participated in the Trinidad/Las Animas County Chamber of Commerce, Trinidad Las Animas County Hispanic Chamber of Commerce and Walsenburg Chamber of Commerce activities. They also participate in "Movers and Shakers" a network system of community leaders and other service agency representatives meeting regularly to share current program information, resources and concerns.
- **Upper Arkansas Workforce center** staff sponsored two summits in Canon City and Buena Vista to bring non-profit organizations and service organizations together to help them prepare for Rural Philanthropy Days. This event led the way for expanding workforce development partnerships in the region.

SUCCESS STORY

A single mother with five children with minimal skills entered the WIA program. She was on TANF and Food Stamps. Despite multiple obstacles, she completed the RN program at Morgan Community College after 2 ½ years. For the first quarter of 2004, she made over \$19,000 as a Registered Nurse.

SUCCESS STORY

A Vietnam era Veteran had been laid off from an agricultural job where he had been a supervisor, but had never learned computer skills. He had worked hard physically his entire life, but wanted to work in an administrative work environment and knew his lack of computer skills was the only thing holding him back. He took two computer classes and received A's and has now been hired by Sterling Correctional Facility. He has been very thankful for our assistance and training to update his job skills.

- **Upper Arkansas Youth Council Members** have been able to reach the smaller rural communities in recruiting youth for summer employment by holding workshops in the regional high schools. The Youth Council members have all volunteered to design and provide the workshops for the schools in their area. As a result, there has been a notable increase in the number of youth participating in summer employment activities.
- **Southeast Workforce Center staff** have been involved in planning various community events for the 2004 Workforce Development Month. Their participation in planning activities such as the Wake-up Breakfast, the Round Table luncheons, and the Local Parade, as well as sponsoring local school athletic events, has increased the visibility of workforce center services throughout the community.

Marketing Plan Implementation

All of the sub-regions implemented an aggressive marketing plan to increase the visibility of their workforce centers to regional employers and job seekers. Promotional items were distributed to customers throughout the regions and additional marketing efforts included weekly advertising in the local newspapers, radio spots, job hotlines, and press releases. Staff made presentations to business groups, civic groups, and community-based/faith-based organizations regarding services available at the Workforce Center. As a result of these efforts, many of the sub-regions saw a substantial increase in the number of employers requesting their services.

Awards and Recognitions

The Pueblo sub-region was the only sub-region to meet or exceed 100% of the WIA performance Standards.

The owner of the coffee shop which hosted the "Gravity Grindz" youth project received awards from the County and a Certificate of Appreciation from the Governor. Each of the five participating youth was also awarded Certificates by the Governor at the Annual Summer Job Hunt kick off luncheon at the Mansion.

The South Central Region gained recognition for outstanding work in two areas:

- The Trinidad Workforce center in conjunction with the Governor's Summer Job Hunt and WIA, and in partnership with the Trinidad Chronicle News, recognized local youth nominated by employers as outstanding employees. The Chronicle News in Trinidad published feature articles about the youth. The season culminated in

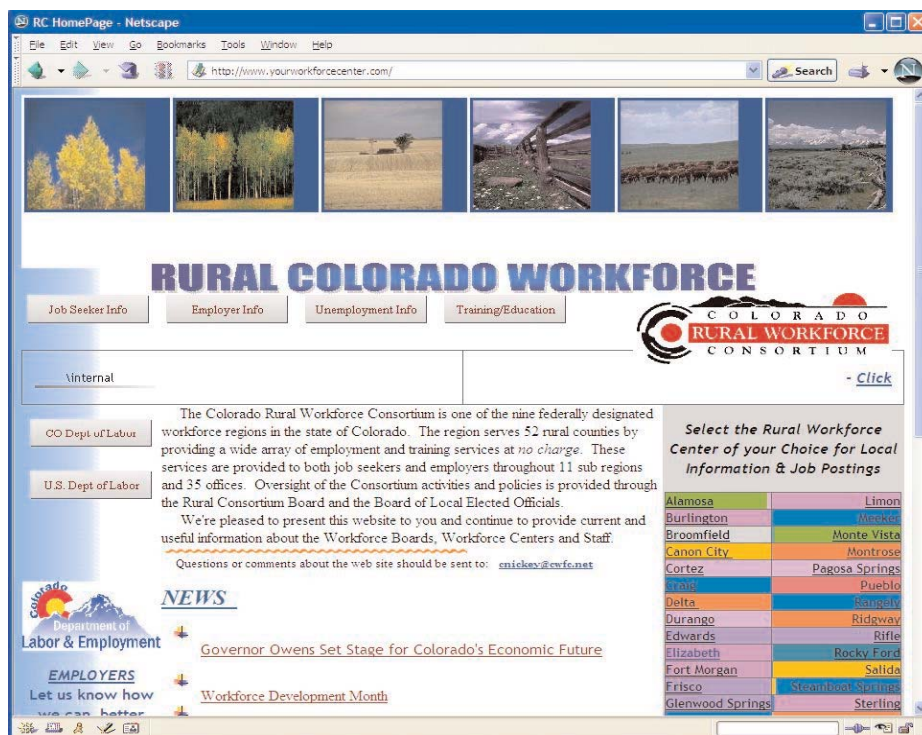
Colorado WIA Program Year 2003 Annual Report

August with an awards banquet honoring both employers and youth. The Region was recognized as #1 in the state in Youth Placements through the Summer Job Hunt program.

- The Region was recognized as #1 in the state in Migrant Outreach services and registration.

Success Stories:

- A 50 year old gentleman who is deaf and who has moved around the country most of his life, decided to settle in Durango. He was having a hard time finding employment. He had worked in warehouses, done house painting, but mainly worked in restaurants, doing dishes. He did not want to go back to washing dishes, but that seemed to be the only thing he was qualified for here in Durango. He was living in a homeless shelter, and really wanted to get out of there. When asked if he'd be interested in building countertops, he said he would give it a try. The employer was called and asked if this was a position someone who is deaf could do – would it be dangerous for him or anyone else. The employer spoke with his shop foreman, then called me back to have me set up an interview. They put him to work on a week's trial – to see if he liked the job and if they felt he could do a good job. They hired him on full time after that week!





*Reach for
Hire Results*

REGIONAL PROFILE

The Tri-County Workforce Region is the gateway to the Rocky Mountains. The three counties, Jefferson, Gilpin, and Clear Creek, significantly contribute to the economic vitality of the state of Colorado. Jefferson County is the most populated county of the three counties and with 520,000 residents is home to the fourth largest city in Colorado, Lakewood. Other communities include Golden, Wheat Ridge, Arvada, and Evergreen. Major employers include Coors, Lockheed Martin, the Denver Federal Center, Exemplar Healthcare, Gambro, National Renewable Energy Lab, AON Innovative Solutions, COBE Cardiovascular, Rocky Flats/Kaiser Hill, and CoorsTek, Inc.

Gilpin County is a rural community located in the Rocky Mountains. The county's population is just under 5,000 but its population growth since 1990 was 55 percent, well above the state and national average. That growth is attributed to the legalization of gambling in Colorado in 1991 and the opening of numerous casinos in Black Hawk and Central City.

Clear Creek County is located along Interstate 70 and serves as a major corridor between the Front Range and the ski and summer resorts located in counties to the west. Its population of nearly 10,000 people is located in the communities of Idaho Springs, Georgetown, and Silver Plume. The main industries are mining and services, with recreation and tourism hiring the largest number of employees.

Tri-County Workforce Center operates a fully operational "one-stop" center at a location in the Lakewood/Golden area and employs more than 90 people. Two satellite offices are located in Gilpin and Clear Creek counties and are operated by one full-time staff person. As in most places across the nation, Tri-County Workforce Center experienced an increase in the number of customers to the Center during Program Year (PY) 2003, serving a total of 29,244.

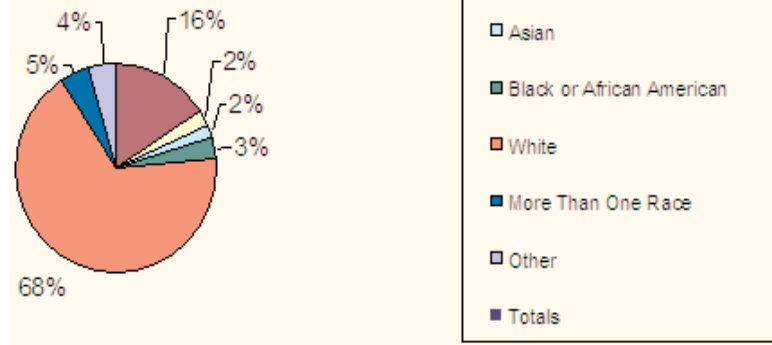
Customer Characteristics

Category	Clients	%
Veterans	2,731	11%
Persons with a disability	988	4%
Ex-Offenders	791	3%
In School (Secondary)	2,646	11%
Dropouts	2,906	12%
High School Graduates or GED	8,558	35%
Some post High School	5,721	23%
Bachelor's Degree or Higher	4,903	20%

SERVING CUSTOMERS WITH DISABILITIES

After an accident injured Brenda's back, she wondered what to do next. She could no longer do her old job, and she didn't have a new goal in mind. That changed after she shadowed a medical coder at Denver Health as part of National Disability Mentoring Day. The Tri-Co Workforce Center set up the experience, which allowed Brenda to tour a medical coding area to see how diagnoses are changed into codes and communicated to insurance companies. Her experience was part of an increased focus on serving people with disabilities at the Tri-Co Workforce Center.

Customer Ethnicity



PARTNERSHIPS

During 2003, many of Tri-County Workforce Center's partners and other government agencies experienced funding decreases. The need to partner and collaborate to serve the community was more important than ever.

Using Partnerships to improve Services for Customers with Disabilities

To assist in improving access of people with disabilities to Colorado's One-Stop system, the Colorado Office of Workforce Development provided Tri-County Workforce Center with a "consumer navigator" grant. To support the grant, a consortium was formed with over 25 workforce and community partners. Many of the partners, such as Center for Independence and the Legal Center for People with Disabilities, have provided the consortium with valuable expertise and support for this project. A consumer navigator was hired to help orient consumers to Tri-County services, train staff, make the workforce center physically accessible, and assist employees in identifying and accommodating disability-related needs. To ensure the technology at Tri-County was accessible, a new computer workstation that accommodates everything from dyslexia to deafness to sight impairment was purchased.

Using Partnerships to prepare youth for new careers!

The Youth Council created five workgroups to expand job readiness services and increase employer involvement in Youth employment. The strong partnership of these workgroups contributed to a number of program successes:

- The Dropout Retrieval workgroup (Tri-County, McLain, Jeffco Schools Student Outreach Office, SB94/Juvenile Assessment Center) developed a system to contact Jeffco Schools' dropouts monthly to provide information on workforce and educational options. Previously, this contact was done once at the end of the school year.
- The Special Needs workgroup conducted many focus groups to "Hear the Youth Voice" and assess needs and gaps in the community. These efforts were aligned with current resource mapping efforts and evolved into the Youth Transition Grant planning activities. Workgroup members included Jeffco Schools, Human Services, youth, community member, School to Work Alliance Program, Family Tree Transitional Housing, The Road Youth Drop In Center, Vocational Rehabilitation, High School-High Tech, and Tri-County.
- The Youth Council Career Pathways workgroup implemented a three credit "Intro to Construction Class" with an additional one credit OSHA class held at Red Rocks Community College. WIA 10% Youth Discretionary Grant funds paid for the educational expenses, the Technical Education Pathways Project contributed planning and business development, and Charlie's Second Hand Tool Store supplied discounted tools for the graduation. To ensure sustainability, three Jeffco Schools teachers attended the classes in a "Train the Trainer" role and will develop content-standard curriculum for future classes at Jefferson High School.
- The Health Career Summer Camp, developed by Jeffco Schools Career Development, Warren Tech, McLain Community High School, and Central Colorado Area Allied Health Education Center (AHEC), provided a medical preparation class with experiential and classroom opportunities in health care career options. Each of the partners provided in-kind or financial support for the project.

Using Partnerships to Help Small Businesses

For three years, Tri-County Workforce Center and Red Rocks Community College have sponsored the Small Business Forum, an event that helps small business owners find answers to human resource questions. 180 people attended in PY2003. Keynote speaker, Stephen Kirkpatrick, Ph.D., executive vice president and founder of Regis Learning Solutions Corp. and author of "Hard Truths, Costly Lies," discussed the importance of building an ethical business and making work meaningful for employees. Attendees received a free copy of his book and attended breakout sessions addressing small business issues.

TRI-COUNTY PARTNERSHIPS

- *The Dropout Retrieval workgroup*
- *The Special Needs workgroup*
- *The Youth Council Career Pathways workgroup*
- *The Health Career Summer Camp*

RECOGNITION FOR TRI-COUNTY YOUTHWORKS

TRICO YouthWorks was awarded the "Heart of the System Award" from the Rocky Mountain Workforce Development Association. The youth program was recognized for its holistic approach in providing services and funding to serve the universal population and support workforce development in the region.

New organizations joined to support the forum this year, including: Lakewood Economic Development, Gateway Computers, Exempla Lutheran Medical Center, Arvada Economic Development and Jefferson Economic Council. Additional sponsors were the Red Rocks Small Business Development Center, Small Business Administration, Golden Chamber of Commerce, West Chamber of Commerce, Evergreen Chamber of Commerce and Arvada Chamber of Commerce. Success of this partnership is evidenced by the 300% increase in job postings over the last two years.

Using Partnerships to Provide services to Mountain residents!

The Clear Creek Metropolitan Recreation District (CCMRD) has partnered with Tri-County Workforce for many years, serving as a sponsor for youth program and Employment First Workfare work experiences. This year, the CCMRD hosted an adult job search workshop and "The Summer Job Hunt Show" at the main Recreation Center facility. The CCMRD and TRICO YouthWorks collaborated to recruit and train youth as lifeguards. This project responds to CCMRD's need for qualified workers and affords youth an opportunity for steady work during and after high school and/or during college breaks. The Gilpin County Community Center was also involved in these endeavors.

PERFORMANCE

The weakened economy during Program Year 2003 impacted every program at the Tri-County Workforce Center. During this time, the staff have not only met the challenge of providing core services, but also continued to develop innovative programs to meet the needs of businesses and job seekers. As a result of hard work, the Tri-County WIA teams exceeded 15 of the 17 performance measures and achieved a minimum of 87 percent on the remaining two measures.

TRICO YouthWorks continues to be a vital and successful component of the Workforce Center as demonstrated by performance results and new initiatives. TRICO YouthWorks accounts for 25 percent of Workforce Center customers, 18 percent of the job orders, and 26 percent of the reported entered employment. Performance goals for WIA and supplemental grants were met or exceeded. In the last year, Tri-County doubled the number of participants at the Youth Job Fair serving 30 percent more WIA youth registrants, with 68 percent of WIA applicants and 54 percent of enrollees being out-of-school youth.

Colorado WIA Program Year 2003 Annual Report

The following charts show the details for the WIA Adult, Youth, and Dislocated Worker programs:

PY03 WIA Adult Performance			
Standard	Actual	Benchmark	Percentage
Entered Employment Rate	78.43%	73.10%	107%
Adult Credential Rate	70.37%	60.00%	117%
6 Month Retention Rate	86.32%	79.00%	109%
6 Month Earnings Change	\$2,310.51	\$2,300.00	100%
Total Participants: 184			

PY03 WIA Dislocated Worker Performance			
Standard	Actual	Benchmark	Percent
Entered Employment Rate	84.17%	82.00%	103%
Credential Rate	73.39%	66.00%	111%
6 Month Retention Rate	92.31%	90.00%	103%
6 Month Earnings Replacement	71.45%	82.00%	87%
Total Participants: 254			

PY03 Older Youth Performance			
Standard	Actual	Benchmark	Percent
Entered Employment	88.89%	68.00%	131%
CredentialEmp. Rate	45.45%	40.50%	112%
6 mo. Retention Rate	88.89%	69.00%	129%
6 mo. Earnings Change	\$2,373.20	\$2,350.00	100%
Total Participants: 68			

PY03 Younger Youth Performance			
Standard	Actual	Benchmark	Percent
Diploma Rate	66.67%	50.00%	133%
Skill Attainment	84.06%	81.00%	104%
6 mo. Retention	75.00%	60.00%	125%
Total Participants: 94			

Customer Satisfaction			
Standard	Actual	Benchmark	Percent
Satisfaction - Job Seekers	81.70%	77.00%	106%
Satisfaction - Employer	76.70%	79.00%	97%

Innovative Projects

Youth

The youth web site, www.tricoyouthworks.org, with its online job matching system continues to be an effective and popular tool for youth seeking employment. During the last quarter, 405 youth registered online and 759 youth received e-mail job referrals. Within days of the Youth Job Fair, 195 youth registered online.

SUCCESS STORY

Ned enrolled in the Dislocated Worker program after he was laid-off from a position he'd held for many years. He had earned a very good salary but couldn't find anything close to that pay. He lacked a high school diploma and had been trained on the job so he had no credentials, only experience. Ned had always dreamed of being an auto mechanic. He was self taught and worked on his own vehicles. Ned received assistance in obtaining his GED as well as training in an auto mechanics program. His instructors were so impressed with his skills that they asked him to apply for an open position at the school. He is now an instructor at the school where he earned his degree.

Formula For Success

The Job Readiness Toolkit, a comprehensive curriculum designed for trainers and educators to help youth find employment, was published and distributed to 75 regional and workforce partners, 23 school career counselors completed a training session, and a high school Business teacher is incorporating the lessons into class curriculum. To increase accessibility, the curriculum is also posted on the web site.

Business Development and Marketing

During the high unemployment period of 2003, small business owners were confronted with large numbers of job seekers vying for open positions. To help the small business owners understand the benefits of using their local workforce center, Tri-County sent a direct mail piece to 13,000 small business owners in the region. "Because you have better things to do at work" was the theme used to help businesses know that Tri-County Workforce Center provides free, personalized recruitment services to businesses that needed help finding the right employees. From that mailing, job orders increased 281% in one month.

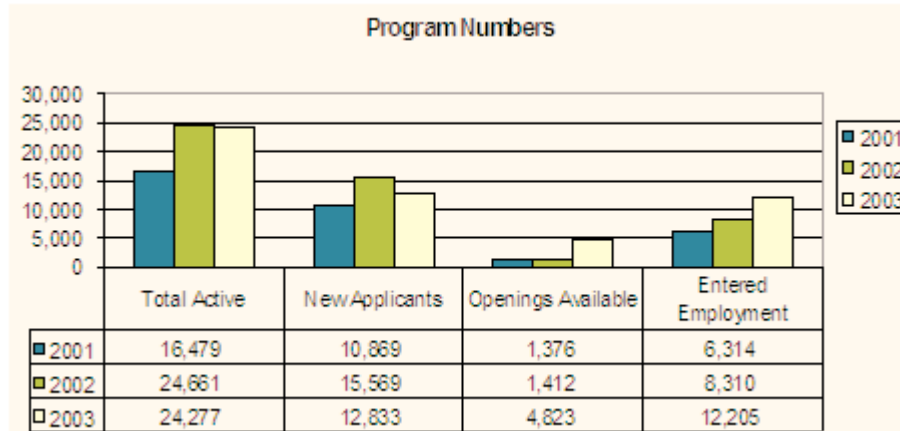
The business development team also launched the following two resources:

- *HireTactics Toolkit*, which contains articles written by experts in organizational development and human resource management on hiring and retention topics. The Denver Small Business Administration requested 100 kits for their S.C.O.R.E. representatives to use with clients.
- *HireResults e-newsletter*, a monthly newsletter which includes news articles on the human resources topics, links for finding labor market information, instructions for posting a job through Tri-County Workforce Center, and other workforce related issues.

The most dramatic change in performance during Py2003 occurred due to increased marketing and outreach to mountain area employers. Job orders rose from 50 in PY02 to 343 in PY03. A new Employer Relations Specialist, hired to offer business customers greater customization of their job orders and to improve customer service, was the main contributing factor to the increase of Mountain Services in PY2003.

Mountain Services Performance		
Program	Total # Served	Entered Employment Rate
Wagner-Peyser: Job Seekers	537	59%
Wagner-Peyser: Employers	59	---
WIA	15	77%
Employment First	206	26%

Colorado WIA Program Year 2003 Annual Report



Job Fairs

During PY2003, Tri-County held more than eighteen job fairs for regional employers.

To help Kings Soopers prepare for a new store opening in Lakewood in February, Tri-County Employment Services staff called 2,000 customers regarding an upcoming job fair at the Center for the grocery store chain. As a result of these calls and other marketing tactics, more than 460 people attended the job fair with 50 hired as full-time employees. Stanley Aviation held two job fairs at Tri-County. As a result of these job fairs, the company was able to hire three people, two with wages of more than \$50,000, and one with a starting salary of \$75,000. John Morgan, hiring manager for the company, said, "We're tickled pink with our success in working with Tri-County Workforce Center."

Tri-County Workforce Center hosted a job fair in April 2004 for sixteen retail businesses of the mixed-use community of the Belmar District. With more than 600 people attending, Century Theatres was able to fill 50 of the 125 positions needed for its grand opening in June. Jane Levins, store manager for J.Jill, a women's clothing store, said her store was able to hire "five great associates" as a result of the job fair.

In March 2004, TRICO YouthWorks sponsored the annual Youth Job Fair at the Jeffco Fairgrounds with support from Channel 9 News, Governor's Summer Job Hunt and Wagner-Peyser grants. The event has tripled in the past three years with 1,850 in attendance in 2004, demonstrating customer awareness of workforce services. Intense promotion and recruitment was conducted using internet postings, Individual Voice Response System (IVR), informational packets distribution to partnering agencies and schools, and announcements on news networks, such as Channel 9 News, the Metro News Radio Network and community papers.

The Governor recognized Jefferson County Fairgrounds as a Community Leader for their involvement with the job fairs.

Ex-Offender Services

During PY2003, Tri-County experienced a 27% increase in the number of ex-offenders seeking services compared to the previous year. The "Reaching Ex-offenders Needing to Enter Work (RENEW)" program was implemented to address the increased demand of this population. Individuals on parole or under some type of supervision usually are required to find full-time employment immediately. The RENEW Program worked diligently to assist these clients, creating a Job Club that meets weekly at the Workforce Center to talk about resumes, interviews and applications and discuss unique problems that ex-offenders must solve. RENEW Program Staff have developed partnerships with community corrections, mental health and substance abuse treatment providers to provide additional support to these clients as they transition into the workplace.

EMPOWERMENT

Leadership

During PY2003, Tri-county Workforce Center Staff implemented the Continuous Improvement Management System (CIMS) in a vigorous effort to transform the workplace into a high-performing organization. The CIMS is being used as a tool to further define objectives, key indicators, outcome measures and organizational improvement strategies. In PY2003, a Baldrige driven survey was distributed to staff by an outside facilitator. The resulting comments and recommendations from staff were put into action. One of the most amazing staff generated activities has been the monthly "Model Workforce Employee Award". Staff nominate a fellow employee who goes "above and beyond" as a model employee. This results in a highly celebrated thematic event each month for the awarded employee who is given the "close parking spot". It has been documented often, that competent and satisfied employees are what make the difference in the success or failure of an organization. At Tri-County Workforce Center, this is taken seriously.

Tri-County continues to demonstrate leadership through its staff involvement on regional/state organizations and advisory groups. This high level of participation is a vital role to workforce innovation and continuous improvement for the region and the state. Staff are active in organizations such as State Youth Council, statewide marketing initiative, Rocky Mountain Workforce Development Association, Jefferson Economic Council, Project Train, and Jeffco Schools Career Advisory Council.

Tri-County continued as fiscal administrator and lead agency for the YEARS Project, the USDOL Youth Offender Demonstration Grant (\$1.85 million). During its last year, Tri-County subcontracted with four partners to implement locally defined sustainable projects, developed the workplace competency assessment and remediation plan, and initiated the process analysis evaluation. The YEARS Project Manager, was selected by the Office Of Juvenile Justice and Delinquency Prevention to participate on an advisory committee to create a Workforce Development Curriculum for juveniles in detention. Technical assistance was also provided to other social services projects across the county, regarding workforce services to youthful offenders.

Awards and Recognitions

- Tri-County was one of three prototype sites selected by the Colorado Office of Workforce Development for a multi-year demonstration project to improve services for youth with disabilities. Tri-County was selected for several factors including Youth Council involvement, role in regional youth programming strategic planning, level of partnerships and services for youth, especially those with disabilities, and the ability to contribute to the development of the state's cross system, multi-agency state plan.

Customer Success Stories

- Upon release from Lookout Mountain Youth Services Center, Brandon faced many challenges such as difficulty finding employment because of his criminal background. Visiting Tri-County weekly, he followed through with applying and re-contacting employers, and completed a Work Training Experience to gain experience as an equipment operator. After gaining skills, he started working at Hatcher Construction which requires long hours, is physically challenging, and requires willingness to learn new skills. Brandon has a great attendance record and his boss says he has a good attitude. Brandon was recognized as a Workforce Star at Tri-County Workforce Center for his accomplishments and resilience.
- Tyler, age 18, attended the Summer Job Hunt Show at the Gilpin County Community Center. Tyler was persistent in searching for gainfull employment. He took full advantage of The Summer Job Hunt Show by participating in the Application Workshop and signing up for an individual job search appointment. He accepted job referrals for positions with two local employers and was hired as a full-time busser with a starting pay of \$8.25 per hour plus tips. He recently stated that he loves his job and enjoys the new clothes he has been able to buy as a result.

LOCAL RECOGNITION FOR THE TRICO “YEARS” PROJECT

*A documentary filmmaker
visited the Tri-County
Workforce Center in August
2003 to capture the work
employees are doing
through the YEARS project.
The filmmaker was hired
by the Colorado
Compassion Initiative to
illustrate the struggles and
triumphs youth face as
they encounter a critical
life change. She document-
ed a variety of government,
nonprofit and faith-based
programs throughout the
metro area. The documen-
tary aired on Public
Broadcast Station Channel
12 on November 24, 2003.*

EMPLOYMENT SERVICES OF WELD COUNTY

REGIONAL PROFILE

Weld County Colorado covers 3,999 square miles and is located in the north central part of the state. There are 28 incorporated towns in the county and the county seat and principal city is Greeley, which is located in the west central part of the county. Weld County wages continue to be lower than the rest of the Front Range. Census data shows that the per-capita income for Weld County ranges from \$3,000 to \$21,500 lower than other Front Range counties, and this trend widens when Median Household (\$42,321) incomes are considered. Weld County has a high poverty rate of (8%).

Unemployment rates for Weld County are also generally higher than other Front Range communities. The most recent unemployment rates (June 2004) show that the Greeley Metropolitan Statistical Area (MSA) has the highest unemployment rate (6.2 percent) compared to other Front Range MSA's. The unemployment rate for the Greeley MSA ranges from .5 percent to 1.4 percent higher than other Front Range MSA's.

The following information indicates the demographic makeup of the customers served in the Workforce Investment Act Programs for Program Year 2003.

Demographics						
Category	Total	Employed	Unemployed	UIC	Hispanic	Non-Hispanic
Active Job Seekers	15,722	1,930	13,792	5,585	7,682	8,040
Veterans & Eligible	1,234	173	1,061	711	197	1,037
Male (46%)	8,938	1,052	7,886	3,177	4,503	4,435
Female (54%)	6,784	878	5,906	2,408	3,179	3,605
Youth	1,746	158	1,588	26	812	934
Adults 19 and over	13,976	1,722	12,204	5,559	6,870	7,106
19-44	10,543	1,372	9,171	3,561	5,726	4,817
45-54	2,374	278	2,096	1,349	848	1,526
55 and over	1,059	122	937	649	296	763
People Staff Assisted	14,401	1,733	12,668	4,915	7,377	7,024



Weld County wages continue to be lower than the rest of the Front Range. Census data shows that the per-capita income for Weld County ranges from \$3,000 to \$21,500 lower than other Front Range counties, and this trend widens when Median Household (\$42,321) incomes are considered.

PARTNERSHIPS

- Gee Whiz Health Camp - a program focused on introducing youth to health care occupations.
- Nuclear Medicine Technologist Training program based out of Aims Community College.
- English as a Second Language Project - focused on developing alternatives for the delivery of language skills at the worksite.

Employment and training programs are delivered through Employment Services of Weld County, a department of the Weld County Division of Human Services. The Weld County Workforce Development Board (WFB) joins with the Board of Weld County Commissioners in the development of goals and objectives, system design, and the monitoring and evaluation of program activities.

Employment Services continues to be a customer-focused system which provides customer choice and is viewed as a place where customers choose how and where to get information, assessments, education, and training that best meet their needs. Through the operation of the basic labor exchange, job seekers and employers are able to obtain information regarding regional and statewide job placement services and access national job placement and labor market information through the use of the internet access available at the Center. Private sector involvement has, and continues to be, a major emphasis in the design and delivery of the employment and training services available through Employment Services of Weld County.

Employment Services is an integrated system offering as many employment and training programs and services as feasible to meet the needs of our customers. Some of the integrated programs administered in Weld County during 2003-2004 were: Workforce Investment Act (WIA) programs for adults, dislocated workers and youth, basic labor exchange services under the Wagner-Peyser Act, Triage Targeted Populations Program, National Emergency Grant Program, Disability Program Navigator, Governor's Summer Job Hunt Program, ESL Employer Project, Nuclear Medicine Training Project, and the Tony Grampass Youth Services Program.

PARTNERSHIPS

During the past program year, the Weld County Workforce Development Board addressed and met numerous challenges. Identifying areas for improvement has been, and continues to be, a focus for the Weld County Workforce Development Board. To aid in this endeavor, Employment Services continued to work on the areas identified in the Workforce Boards Continuous Improvement Plan. Through subcommittees of the Board, members continued to develop strategies to address the challenges of health career shortages, meeting the increased demand for services, the increased need of employers to address the growing population of non English speaking employees, and meeting the varying needs of the youth in Weld County. The following are examples of partnership projects implemented to meet these challenges.

Gee Whiz Health Camp

The second Gee Whiz Health Camp continued to introduce younger youth to the various health occupations. Employment Services of Weld County and Aims Community College collaborated with North Colorado Medical Center (NCMC), the University of Northern Colorado (UNC), Bonell Good Samaritan Center and Medline to continue partnering in the Gee Whiz Health Camp program. The program was designed to familiarize youth ages 14-15 with health care occupations and the types of working environments utilizing a “see, touch, experience and share” format. The camp was operated for four days and offered a variety of experiences related to the medical field.

Youth were required to complete the Performance and Retention test to determine their ability to follow through with the camp. Ten of these youth enrolled and all youth had perfect attendance. At the end of the program, four youth expressed an interest in health occupations. All ten youth will enter, or return, to high school with a better understanding of the type of high school classes that will help build a foundation to prepare them for health education programs after graduation.

Nuclear Medicine Technologist Training

Addressing current health care workforce shortages has continued to be a high priority for the Weld County Workforce Development Board. In the Weld/Larimer County area, there is a 30% to 50% shortage of Nuclear Medicine Technologists. Compounding the issue of the shortage of trained Nuclear Technologists is the fact that there are no nuclear medicine schools in the state of Colorado.

Aims Community College and Employment Services of Weld County have continued the development of the Nuclear Medicine Technologist Training Program during this past year. The curriculum was designed under the guidance and certification processes of the national organization and the delivery of the training is completed in local area hospitals. There will be four trained nuclear medicine technologists in the first year program. The program and curriculum is now available under the state system for other community colleges to implement.

Partners in this project include: Employment Services of Weld County; Aims Community College; North Colorado Medical Center; Banner Health Care; Denver's Swedish Medical Center; McKee Medical Center; Poudre Valley Hospital; Longmont United Hospital and Other Area Hospitals for Clinical Sites.



“It is always helpful to compile resources into a manual or guide. However, I have seen many times that the guides sit idle on a desk due to lack of how to utilize the resources available. I was thoroughly impressed to see the introduction sections explaining the components of language-based training, options for acquiring training, keys to successful training, communication standards, and examples of how an employer can create a project. These sections make the resource a true guide, rather than a listing of resources.”

Penny Gonzales-Soto, Esq.,
Program Supervisor and Attorney
Catholic Charities Northern



English as a Second Language

The English as a Second Language project focused on developing alternatives for the delivery of English as a second language at the work site. The project tested various options for the delivery of English development skills and developed a booklet titled “An Employer’s Guide to Language-Based Needs” for employers in Weld County. Additionally, the program provided services for human resource personnel and/or supervisors who were working with the expanded limited English-speaking workforce and did not possess the skills or have access to resources to address personnel issues.

Some of the outcomes for this project included:

- A Commercial Driver’s License (CDL) class to assist non-English speaking individuals in obtaining a CDL
- Work-specific curriculum for site supervisors and human resource personnel in the construction trades industry
- Development of a pocket/desk guide of work specific terms for the construction work trades in Spanish to English and English to Spanish
- Increase work-site ESL instruction
- Collaboration with Milliken Police Department to develop the Spanish skills of both police officers and Department staff
- Collaboration with Weld County Social Services Department to develop staff’s Spanish skills
- A daily 3 hour ESL class offered at the Employment Services Learning Lab which involves 2 hours of instruction by Aims and 1 hour by the Learning Lab. Records indicate better attendance by individuals attending the Learning Lab in conjunction with the ESL class than those who attend ESL class only
- Thirty-three human resource managers were provided Spanish workplace skills, and seventy-seven incumbent workers were provided ESL assistance

Partners in this project included: Employment Services of Weld County; Aims Community College; Right to Read of Weld County, Inc.; BUENO Center; Various Weld Community Employers; and Catholic Charities Northern.

PERFORMANCE

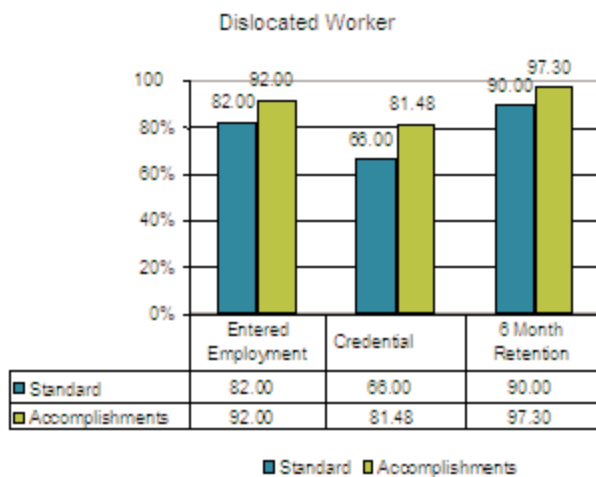
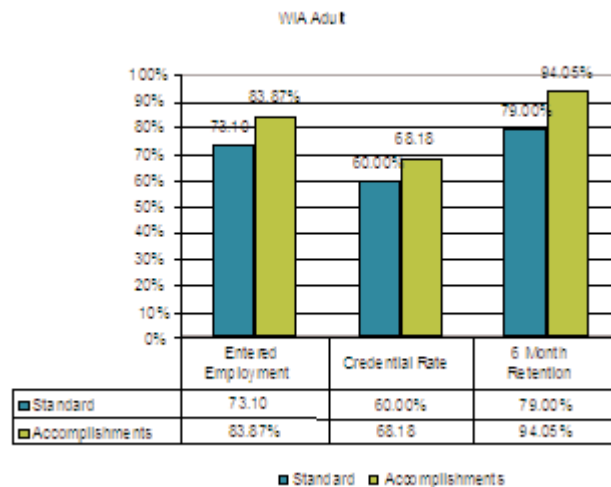
WIA Performance for the Adult and Dislocated Worker Programs

During PY2003, Employment Services increased its performance for the Adult 6 month earnings change measure and the Dislocated Worker wage replacement rate measure compared to the previous year’s performance.

Colorado WIA Program Year 2003 Annual Report

Changes were instituted to improve the wage performance standards in 2001, and the results were finally revealed during Py2003. The following charts summarize the results for the 169 Adult participants and the 127 Dislocated worker participants.

Adult and Dislocated Worker Employment, Retention and Credential Performance



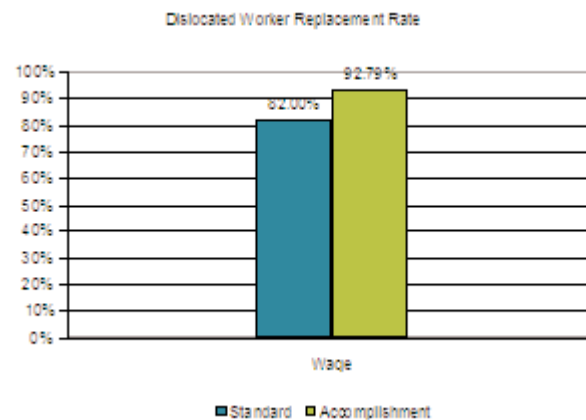
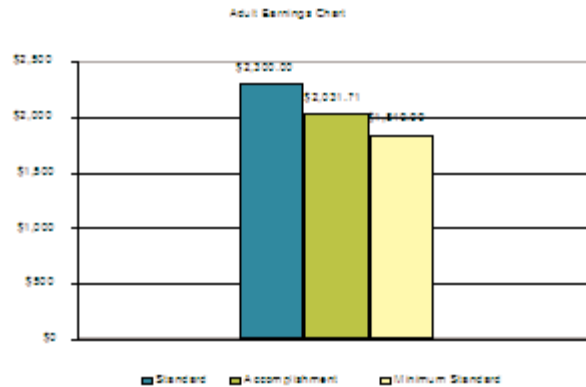
Weld County exceeded the WIA Adult program performance goals for Entered Employment, Credential and Sixth Month Retention.

WIA performance goals for the Dislocated Worker program were exceeded in the following categories: Entered Employment, Credential, and Sixth Month Retention

Formula For Success

Adult and Dislocated Worker Wage Gain and Wage Replacement Performance

Though Weld County very nearly met the Earnings Change measure for the WIA Adult program, the Earnings Replacement Rate measure for the WIA Dislocated Worker program was exceeded by a significant margin.

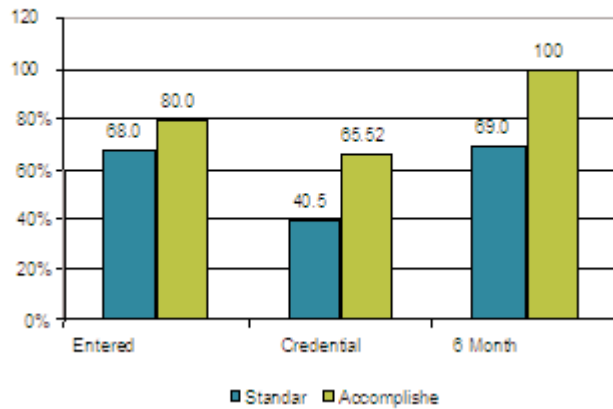


Performance for the Younger and Older Youth Programs

In PY2003, 38 Older Youth and 132 Younger Youth were served. The following charts indicate Employment Services achievements towards the Older Youth performance measures.

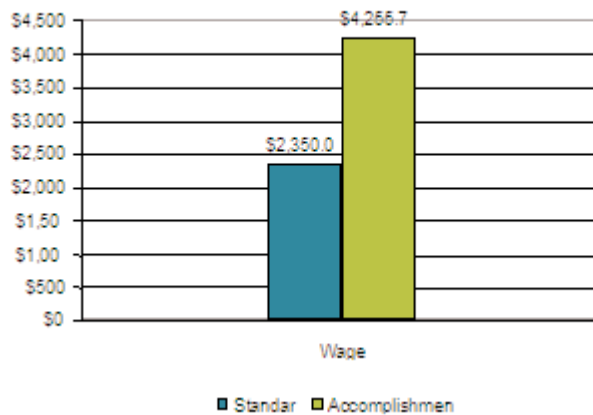
Colorado WIA Program Year 2003 Annual Report

WIA Older Youth

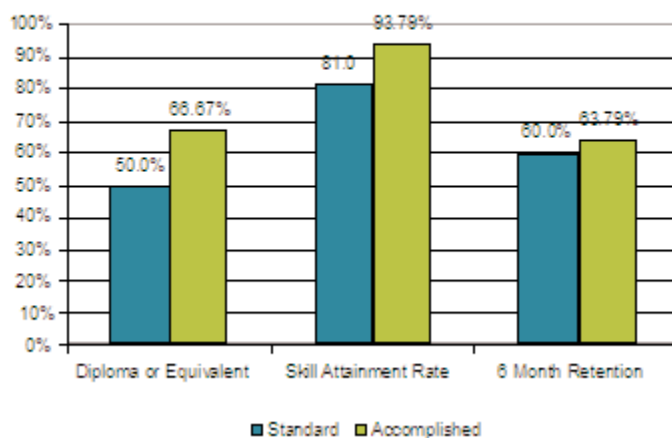


All performance measures for the WIA Older Youth program were exceeded by a wide margin.

Older Youth Earnings



WIA Younger Youth



The WIA Younger Youth program successfully met and exceeded each performance goal set for PY04.

Formula For Success

Triage Targeted Populations	
Characteristic	%
16-17 yrs	1%
18 yrs	1%
19-21 yrs	5%
22-29 yrs	19%
30-44 yrs	46%
45-54 yrs	20%
55 and over	9%
11th grade and below	60%
HS Diploma/GED	29%
Post high	9%
College graduate	2%
Disability	27%
Homeless	2%
Offender	27%
Limited English	54%
Low income	43%
Public Assistance	6%
Food Assistance	6%

The following chart indicates Employment Services achievements towards the Younger Youth performance measures.

Customer Satisfaction for WIA services was measured via a survey for customers and employers. Employers' satisfaction was 79% and program participants' satisfaction was 77%; with employers' satisfaction measures exceeding the standard by .09% and participants' measure coming under the standard by only .5%.

The Employment Program Development Committee provides recommendations and develops plans for employment and training programs and services which are structured to meet the needs of our customers, both employers and job seekers. The following projects, endorsed and developed by the Committee, reveals another successful program year.

Triage Targeted Populations

The Triaged Targeted Populations (TTP) program, which has been in operation since August of 2000, was again funded for program year 2003. The program design provides enhanced and focused labor market services to individuals with disabilities, offenders and non-English speaking customers seeking assistance through Employment Services of Weld County. The target groups served experience many forms of employment barriers that make job search difficult to organize and structure.

The Weld County's TTP program entered employment rate for the year reached an all time high of 34%, the highest achievement in the last three years of operation. A total of 726 participants were served with 654 being provided labor market information, 100 referrals to supportive services agencies, and 554 file searches were conducted. Job search assistance (in the form of resume, application, and marketing skills information) was provided to 39 individuals, ESL/GED courses were provided to 46 individuals, 20 were enrolled in WIA, 554 individuals received initial assessments, 25 were provided with comprehensive assessments such as TABE and other assessments, and a total of 752 individuals were provided follow-up. Overall 99.86% individuals received core services and 25.76% received intensive services as a result of participating in the program.

PY2003 Youth Council Accomplishments

- Developed an integrated model of AmeriCorps and out-of-school youth programs
- Continued a program to serve TANF eligible youth during the summer
- Sponsored and participated in two youth job fairs
- Endorsed a health career camp for youth in partnership with Aims Community College
- Modified and received a continuation grant under the Tony Grampass

Youth Services Program targeted towards dropout youth

- Developed and received a grant to serve incarcerated youth
- Developed and received a grant in collaboration with Social Services to serve youth using a youth corps model combined with family based services for youth currently in out of home placement
- The Governor's Summer Job Hunt program, funded by Wagner Peyser 10% and WIA 10% Discretionary grants, successfully placed 550 youth, ages 16 through 21, in unsubsidized Summer Jobs.

Multi-disciplinary Youth Assessment Team (MYAT)

The MYAT Program serves youth ages 10 to 17, placing emphasis on family-centered prevention services in order to keep at risk youth out of the system and preserve the family unit. The team provides intervention services to prevent the development of barriers to future employment and training opportunities. One hundred and eighty-seven (187) families were served by MYAT intervention from October 1, 2002 through January 31, 2004. Fourteen percent of the MYAT cases were terminated due to the youth becoming involved with the juvenile justice system. However, 27% of those youth had been previously placed out of the home in Weld or another county prior to their involvement with the MYAT Program.

MYAT services were able to delay entry into the juvenile justice system or the Weld County Department of Social Services for these youth by a total of 93 months. This delayed entry into the system represents an average savings to the Department of Social Services of \$162,867 to \$352,598 after accounting for the MYAT costs per case. Fifty-eight percent of families referred to MYAT remained involved in recommended services at the time of the case termination.

Partners in this project include: Employment Services of Weld County; Weld County Department of Social Services; Island Grove Regional Treatment Center; and North Range Behavioral Health; and Weld County Health Department. Funding for the project is provided by Weld County Department of Social Services Temporary Assistance for Needy Families (TANF) in the amount of \$80,000.00. In-kind support is also provided by the WIA Youth Program.

EMPOWERMENT

The Marketing Committee, chaired by a private sector employer and comprised of Workforce Board members, systematically analyzes the marketing efforts for the Weld County Workforce Development Board and Employment Services of Weld County. The Marketing Committee took the lead in implementing new projects to assist in publicizing Weld County's Employment Services. During PY2003, active participation of Board members in the implementation of portions of the marketing plan

Formula For Success

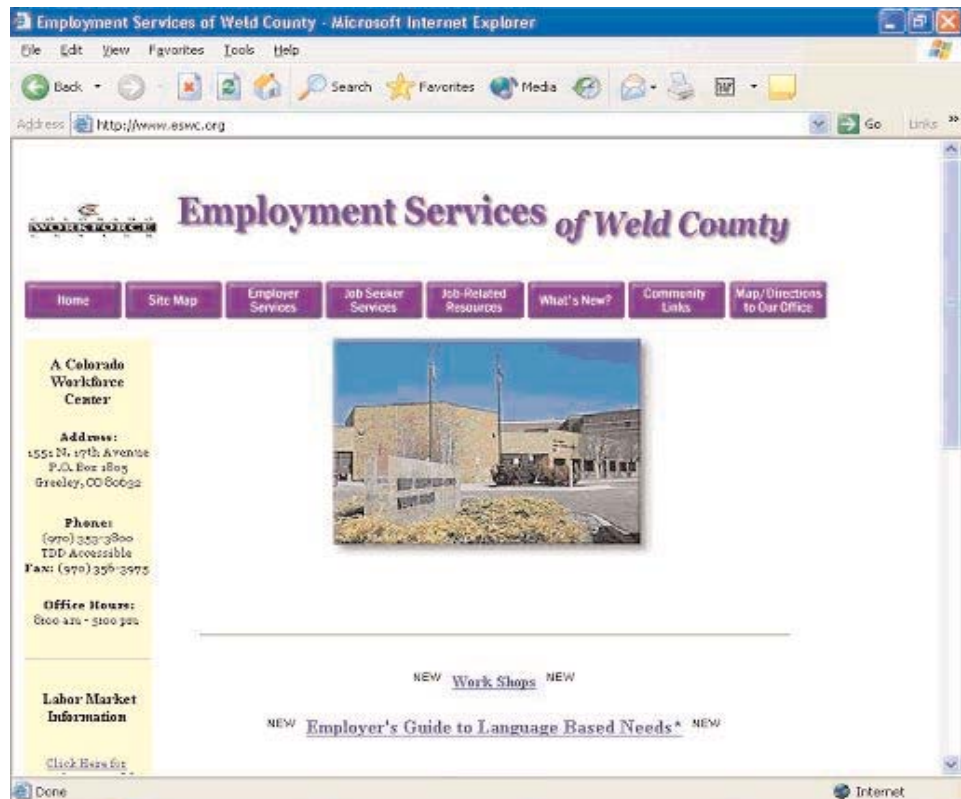
Employer Needs Assessment	
Employment Sector	Surveys
Services	92
Construction	62
Manufacturing	32
College/Schools	5
Agriculture	15
Wholesale Trucking	35
Non Profit Agency	11
Government	13
Health Care	7
Total	272

resulted in increased usage of Employment Services by employers and more involvement by Board members through employer visits.

During the past year, the Colorado Workforce Development Council and the Colorado Office of Workforce Development made it possible for the Committee to increase its marketing efforts with a \$25,000 grant. During PY2003 the Marketing committee accomplished the following:

- Hosted GED celebration for 60 graduates
- Three Workforce Newsletters mailed to 3000 Greeley businesses and 11 Chambers of Commerce
- Reviewed employer satisfaction surveys and analyzed results
- Co-hosted a teen employment fair with the City of Greeley
- Provided a variety of training seminars to employers in areas such as OSHA-Health care, OSHA-Hazards of wood/metal fabrication, Workers Compensation claim process/issues & Cultural Diversity
- Increased availability of services to south county employers and job seekers and opened a new office in Del Camino.
- Over 300 surveys were mailed to southwest Weld County employers and fifty phone calls were made to identify a focus group to discuss employer's needs.

As a result of this marketing effort, twenty-five (25) new employers have utilized our services.





Colorado Workforce Development Council

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